

Austria	Switzerland	Indonesia	Rp3000	Pakistan	Rials
Bahrain	Belgium	Iceland	Rs1000	Peru	Reais
Bulgaria	Bulgaria	Ireland	Sh42.30	Poland	23,000
Cyprus	Croatia	Italy	L2000	Portugal	Es165
Denmark	Djibouti	Latvia	DKR100	PR China	Cny100
Egypt	El Salvador	Lebanon	EDL200	S. Arabia	SRD100
Finland	Fiji	Lithuania	FLS100	Singapore	S\$24.10
France	FM	Luxembourg	FRF100	Spain	Pe100
Germany	FRY/TA	Luz	LPF100	Sweden	SEK100
Greece	Greece	Macedonia	GRD100	Turkey	L2000
Hong Kong	Hong Kong	Morocco	HKD100	Venezuela	SVB100
Iceland	Hungary	Niger	ISK100	Thailand	THB100
Ireland	Iceland	Nigeria	IEP100	Tunisia	DD100
Italy	Italy	Norway	ITL100	Turkey	L2000
Japan	Jordan	Oman	JPY100	UAE	Dir100

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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

Friday July 6 1990

G-7 DEBT TALKS

Ready to forgive
but not forget

Page 20

D 8523A

World News

Soviet party leaders get blame for ethnic unrest

The Soviet leadership came under renewed fire in Moscow from Communist Party delegates who accused it of stirring up nationalistic sentiment and ethnic conflict.

The main butt of angry conservative critics was Alexander Yakovlev, the Politburo member responsible for international affairs and a close ally of Soviet leader Mikhail Gorbachev. Page 22

Blow to Kosovo
Yugoslavia's biggest republic, Serbia, dissolved the parliament and government in Kosovo in its harshest blow yet to the autonomy of the predominantly ethnic Albanian province. Page 3

Havel re-elected
The new Czechoslovak parliament re-elected former dissident playwright Vaclav Havel, 53, as president for a two-year term. He later took the oath of office. Page 2

Oil strikes crumble
Wildcat strikes on Norway's North Sea oil and gas platforms began to crumble after workers on the big Ekofisk field decided to return.

Abyss of horrors'
A senior Soviet Communist Party official said a special committee set up to rehabilitate Stalinist victims had uncovered an "abyss of horrors". He promised survivors: "We shall take this matter to the end."

Missing accent
The French Academy, which polices the country's linguistic purity, pronounced the death sentence on the circumflex, the hat-shaped accent which shortens the pronunciation of vowels. It will not be used in schools after 1991.

\$1m Renoir stolen
The \$1m Renoir portrait La Feme Assise was cut from its frame at the Louvre during daylight hours. Five smaller Paris museums were closed after a spate of thefts.

Mecca victims
More than 1,000 pilgrims from Indonesia and Turkey were among the 1,495 crushed to death near Mecca on Monday.

Absentee boss
The sister of executed Romanian dictator Nicolae Ceausescu was paid for 13 years as supervisor at an electrical goods factory but never turned up for work, a Bucharest court was told.

Record price
The Italian-made, 18th century Badminton Cabinet fetched £3.56m (\$12.7m) at a Christie's auction in London, a record for a piece of furniture.

Dogs on the dole
Dogs must be looked after at public cost when their owner is in jail, a Swedish court has ruled. It ordered a welfare office to pay kennel fees for two dogs while their master serves a three-month sentence.

Weekend FT

Tomorrow: Why are British home owners profligate and Germans thrifty?

Food and wine — an authentic taste of Austria

CONTENTS

Energy: Greek islanders cannot bear geothermal power 2

Technology: Hands up for America's automated census 10

Management: Typewriter maker Smith Corona hits the wrong key 12

French motorways: Danger of severe political storm ahead 20

US politics: Rich pickings for a prophet of populism 21

Northern Ireland: Can the new minister succeed where so many have failed? 21

Yugoslavia: Survey IV

Surveys 2.3

Companies 23.24

America 23.25

Companies 23.25

Commercial Law 33

International 8

Companies 23.25

World Trade 4

Crossword 42

Currencies & money 42

Editorial Comment 12

Financial Futures 20

Management 42

Observer 20

Stocks & Shares 20

Letters 33

Technology 19

Unit Trusts 38.41

Lex 42

Lombard 48

Business Summary

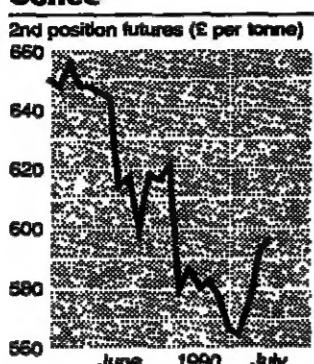
Mannesmann to raise DM700m in rights issue

By Robert Mauthner, Philip Stephens and Mark Nicholson in London

Mannesmann, West German engineering group, plans to raise DM700m (\$425m) in a one-for-10 rights issue, its second major rights issue within eight months. The cash from the latest issue will go towards projects in East Germany and the building up of production abroad, especially in the US. Page 23

COFFEE: London's September robusta contract closed at £537 (\$1,028) a tonne, up £5 on the week. Commodity, Page 33

Coffee



JAPAN released a 10-year grand plan for industrial and social development which focuses on the individual and envisages an expanded international role. Page 6

GKN, automotive components group, could become one of first British companies to enter a joint venture in East Germany. Page 4

SOUTH AFRICAN economy has entered a "light recession" and there may be negative growth for the year, says South African Reserve Bank in its quarterly bulletin. Page 6

WORLD TEXTILE industry experienced sluggish trading in the opening months of the year, according to International Textile Manufacturers Federation. Page 4

CHINESE consortium of companies has cut its proposed one-third equity stake in a new international airport being built in Portuguese enclave of Macao. Page 3

ROBERT BOSCH, West German automotive equipment group, expects slower growth in turnover in 1990 after last year's rise of 10.5 per cent to DM30.6bn (\$16bn). Page 23

FARROW Corporation, privately owned Australian company which owns a group of building societies, may be sold as a going concern. Page 24

GOLD FIELDS of South Africa (GFS), country's second largest mining house, announced plans to cut up to 6,000 jobs, in its gold division. Page 23

FIVE West German utilities have launched a counter-bid to take over East Germany's electricity supply industry. Page 25

BRAZIL's president arrived in Buenos Aires to pursue a plan integrating Argentina and Brazil into a common market by 1990. Page 4

Lloyd's of London, the insurance market, is poised to make itself considerably less risky for the individuals who provide its underwriting capacity by pledging their entire personal wealth.

Mr Alan Lord, Lloyd's deputy-chairman and chief executive, yesterday announced plans for a pooling facility which will allow members the so-called "names" to spread their commitments to Lloyd's across the market, rather than on a limited number of underwriting syndicates as at present.

The pooling arrangement will enable individuals to gain exposure to a variety of stock-market sectors, devolving responsibility for investment decisions to professional managers.

Mr Lord was careful to stress that the move towards so-called Members' Agent Pooling Arrangements did not mean a break with the principle of unlimited liability for members of Lloyd's.

He said that the proposal ought to be seen as a way of spreading risk. Professionals in the Lloyd's market have been

Bush calls for Gorbachev to address Nato leaders

By Robert Mauthner, Philip Stephens and Mark Nicholson in London

US President George Bush yesterday proposed that Mr Mikhail Gorbachev, his Soviet opposite number, should be invited to address Nato leaders in the near future as a gesture of goodwill.

Although no date has been suggested for the occasion, it is understood that Mr Gorbachev would be invited to address a Nato summit meeting in December.

The unprecedented proposal, which is expected to be included in a final declaration today by Nato heads of government and heads of state meeting in London, is part of a package of measures aimed at reassessing the Soviet Union.

Mr Bush told other leaders that his proposal was designed to "reach out to old adversaries". He said: "We will show that Nato has a new dimension of co-operation with the Soviet Union and with the new democracies of eastern Europe."

Moscow has made plain that it is looking for a demonstration of Nato's peaceful intentions and transformation into a more political organisation if it is to agree to such key aspects of German unification as the membership of Nato for a united Germany.

President Bush's proposal to make nuclear arms "weapons of last resort" did not meet enthusiasm from all member countries. President Francois Mitterrand of France and Mrs Margaret Thatcher, the UK Prime Minister, both felt the value of nuclear weapons as a deterrent to war might be undermined by the new formulation.

Mrs Thatcher told the meeting that Nato should never say "no" to the first use of nuclear. Kohl offer on troop levels in a united Germany. Page 3

Continued on Page 22

Among the main objectives

George Bush in London for opening session of the Nato summit yesterday: reaching out to old adversaries

raise \$7.8bn in its first year, and more later, thus making a sizable contribution to the higher revenues being sought in the budget package.

"The Securities Association has gone public in lobbying Mr Brady and key congressional leaders to build up early opposition to the idea of a securities transfer excise tax and to deter the Administration from putting it forward formally."

Mr Brady refused to comment on a report yesterday that the Administration was considering a proposal to impose a tax on the sale of securities as part of a budget package to reduce the federal deficit.

The idea, which was also floated last year, might involve a levy of 0.5 per cent on sales of stocks, bonds, futures contracts and other instruments. Such a tax might

raise \$7.8bn in its first year, and more later, thus making a sizable contribution to the higher revenues being sought in the budget package.

"The Securities Association has gone public in lobbying Mr Brady and key congressional leaders to build up early opposition to the idea of a securities transfer excise tax and to deter the Administration from putting it forward formally."

Foreign diplomats in the Albanian capital said that a steady stream of people, among them young couples with babies, clambered over walls or slipped in to embassies whenever the gates were opened to allow official cars through.

Mr Anton Staracek, the Czechoslovak ambassador, speaking by telephone from

E Germany 'may need at least 15 years to catch up'

By David Marsh in Bonn

EAST GERMANY is likely to need at least 15 years to catch up its economic lag with West Germany, even assuming annual growth rates in the east of 7% per cent, according to the Organisation for Economic Co-operation and Development (OECD).

This would assume a rate of output growth in East Germany similar to that seen in West Germany in the 1980s. In an alternative scenario, of 5 per cent economic growth rates, East Germany would take 30 years to converge with West Germany.

In its annual report on West Germany published yesterday, the OECD says it believes the costs of financing German unity can be met without overburdening the capital markets and without "major tax increases".

If substantially larger spending was needed in future for East Germany, "it would probably be difficult to avoid higher taxes and/or social security contributions," the OECD says.

It suggests that even moderate increases in tax rates could substantially ease burdens on the capital markets.

As examples, the report says that an average 4 per cent

Continued on Page 22

Lex, Page 22

EUROPEAN NEWS

Chancellor seeks to ease Soviet Union's fears about Nato membership

Kohl offer on troop levels in united Germany

By Mark Nicholson

BONN IS willing to negotiate limits on the size of troop levels in a united Germany, Chancellor Helmut Kohl said yesterday, in a move designed to calm Soviet fears about membership of the Atlantic alliance after unification.

But he made clear at the opening of the Nato summit in London that the forces of a united Germany should not be "singularised" in any troop reduction talks... They would be negotiable only if ceilings were discussed for all European armed forces. He said the negotiations should take place in the current round of Conventional Forces in Europe (CFE).

Those talks in Vienna between Nato and the Warsaw Pact at present embrace only US and Soviet troop levels. Although their scope was expected to be broadened in a subsequent round of talks commonly called CFE2. Mr Kohl's proposal opens the possibility that German and other European troop levels will be discussed in the present round.

Mr Kohl underscored the "unqualified commitment" of a united Germany to the alliance and opened his speech with a grateful acknowledgement of Nato's historic role in pursuing the goal of unification.

He stressed that "the future Germany within the Atlantic

alliance would be the stability factor which Europe needed at its centre" and implicitly urged Soviet acceptance of the view that a united Germany should not be a strategically non-aligned "loose cannon" in Europe.

However, the Chancellor strongly backed President George Bush's proposal that Nato should offer Warsaw Pact countries a declaration of the alliance's peaceful intent, in the form of what he called a "pan-European renunciation of force".

German officials yesterday also stressed Nato's importance in assuring continued US influence in Europe, which they described as one of the "pillars" of European stability.

However, President Francois Mitterrand placed a different emphasis on the US role in Europe in his speech to the summit. He urged instead that European Community countries should be prepared to play a greater role in their own defence within Nato.

Mr Mitterrand restated France's preference for the CFE to be concluded under the broader political umbrella of the Conference on Security and Co-operation in Europe (CSCE). He opposed anything which "artificially perpetuated" bloc-to-bloc relations, which he said no longer reflected reality.

In this context he would also



Chancellor Helmut Kohl arrives at Lancaster House yesterday for the Nato summit

back a Nato declaration of non-aggression or renunciation of the first use of force. But he said he would prefer any such document to be adopted formally at the CSCE summit due later this year. The summit, for which no date has been set, will also oversee the signing of an eventual agreement in the present CFE round.

Mr Mitterrand echoed other Nato leaders in endorsing the spirit of Mr Bush's proposals to the summit, which was adopted as the working draft for the final communiqué yesterday.

However, there was some response" doctrine towards the use of nuclear weapons only as a "last resort."

Nato's nuclear doctrine should be unambiguously based on deterrence, Mr Mitterrand said. "I do not think an open conflict can escape from its logical progression, namely ever greater use of arms, until the atomic bomb."

Thatcher tries to persuade Nato to keep its guard high

By Philip Stephens, Political Editor

THE BRITISH Prime Minister, Mrs Margaret Thatcher, recognised at the outset yesterday the dilemma facing the Nato alliance.

The crumbling of Soviet power in eastern Europe and the virtual elimination of Moscow's potential to launch a surprise attack meant that western electorates were impatient for the promised "peace dividend," she said.

The task of the 16 alliance leaders at this week's London summit was to ensure that those legitimate aspirations were balanced by a more sober recognition that if the Soviet threat had diminished it had not disappeared. That meant accepting the risk that they would be cast in the role of "cold warriors."

Ever cautious, she insisted that "a wise man guards against the future as if it were the present." That meant that the focus of the alliance's review of its new military strategies should focus on what it needed rather than on what to discard.

But if there was little disagreement between the

leaders on the need to strike a new balance it was also clear that the fulcrum for Mrs Thatcher is much closer to Nato's traditional role than for many others.

While President George Bush won support for his proposed Nato commitment that nuclear weapons would be only used as a "last resort," Mrs Thatcher warned that it must not be allowed to undercut the present alliance doctrine of "flexible response."

The Soviet Union, she said, was still building six tanks and two attack aircraft every day. All were agreed on the need to support President Mikhail Gorbachev, but equally they could not ignore the continuing build-up of Soviet military might.

The caution was reflected also in her insistence that the next round of talks in Vienna on reducing conventional forces in Europe (CFE) should focus on reductions in manpower, rather than additional cuts in equipment.

Similarly, Mrs Thatcher is ready to see reductions in forward-based short-range nuclear weapons, but remains vehemently opposed to the "zero" option favoured by Chancellor Helmut Kohl.

Mr Kohl's suggestion that the European forces might be included in the present round of CFE negotiations, and a proposed joint Nato/Warsaw Pact declaration of non-aggression brought an equally sceptical response from the British host.

Mrs Thatcher was not isolated. President Francois Mitterrand — for different reasons — was hesitant about the idea of signing a joint declaration with a Warsaw Pact which is already crumbling.

Her repeated insistence that American forces must remain the pillar of the alliance's defences in central Europe is part of the conventional wisdom.

The Prime Minister has also adapted her own stance. She recognised at last month's Nato foreign ministers' meeting the need for alliance to supplement its military role with a much wider political responsibility. Yesterday, there was no mention of her staunch conviction that Germany had to be prepared to accept a new generation of air-launched nuclear missiles.

Events, however, still appear to be moving much faster than Mrs Thatcher. Today's final

communiqué — based on a draft presented by President Bush and supported strongly by Chancellor Kohl — is expected to show that her colleagues are far less willing than she is to risk being dubbed cold warriors.

Yugoslavian fabric threatens to come apart at the seams

By Laura Silber in Belgrade

YUGOSLAVIA'S fragile unity faces a severe challenge following the recent declarations of independence from Slovenia, the most developed republic, and the autonomous province of Kosovo, the country's poorest region.

The Slovene statement, issued by its parliament, brings the republic one step closer to defining its relations with the Yugoslav federation and could possibly lead to secession.

It says that Slovene laws should take precedence over federal laws and follows previous calls for greater autonomy by the centre-right coalition government in the republic which last April ousted the reform Communists from power. The Slovene government determined to show that the talk about independence is more than election rhetoric, is now taking measures to legalise the sovereignty of the Slovene parliament, but has so far stopped short of secession.

The ethnic Albanian stance is less radical than the Slovene in that the Albanians are seeking autonomy within Yugoslavia. Kosovo's 1.8m Albanians are seeking independence from Serbia, Yugoslavia's biggest republic. The Serbian authorities fear that, given increased

autonomy, Albanians would seek to annex Kosovo to neighbouring Albania, which many ethnic Albanians regard as fanatical.

The Serbian authorities dismissed the province's declaration of independence on Monday as "political violence," saying it was illegal because parliament was not in session.

The ethnic Albanian parliamentary deputies, who were locked out of the parliament building, declared the province's "political autonomy" on the steps outside.

But it is clear that Serbia will not permit its plans to promulgate a new constitution, which would integrate Kosovo with the Serbian police.

Working women get raw deal, says study

WOMEN workers in the European Community get less work than they want, are underpaid and are often over-qualified for the jobs they do have, a study unveiled by the EC's Executive Commission yesterday showed, Reuter reports from Brussels.

Women in the EC have to take part-time jobs when they would rather work full-time and they are usually paid 25 per cent less than their male counterparts, the study reported.

EC Social Affairs Commissioner Ms Vassou Papandrea

told a news conference that 2m out of 5m new jobs created in the Community from 1985 to 1988 were part-time, and that 60 per cent of them want to work full-time.

"It is not that women actually opt for a part-time job. On the basis of our research a great majority of the women employed would prefer a full-time job," Ms Papandrea said.

"But even women who are trying to find a full-time job cannot find such a job, so they have to make do with a part-time job," she said.

FRANCE'S language police pronounced the death sentence on the circumflex yesterday. Reuter reports from Paris.

Circumflex accents and hyphens linking many compound words will not be used in schools after 1991, adding to last month's raid on accents and dashes. The reforms affect about 1,200 words.

The circumflex is the hat-shaped accent which shortens the pronunciation of vowels. French purists are likely to launch a campaign to oppose the changes.

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AMERICAN NEWS

Brazil to begin debt talks with commercial bankers

By Christina Lamb in Brasilia

BRAZIL plans to begin one-to-one talks with creditor commercial banks this month to discuss ways to reduce its foreign debt. But the Government has ruled out debt-equity swaps as a possible mechanism in the near future as detrimental to its anti-inflation push.

As a first step, Mr Jorio Dalster, Brazil's chief debt negotiator, has invited 40 to 50 commercial banks to Brasilia to talk individually. The banks are suspicious at what they see as an attempt to weaken the creditors' advisory committee through which negotiations are usually conducted. But Mr Dalster emphasised: "These are technical consultations, not negotiations. We want to identify the best means of debt reduction so that, when it comes to presenting a Brazilian proposal, we'll be close to what the banks want."

Of the options under study, he said: "We prefer to convert mature debt into privatisation certificates, preferably through auction, as this is non-inflationary." However, Brazil's privatisation programme has been delayed and Mr Dalster is not yet clear what discount rate will be given.

"Conversion operations are only possible when our monetary position has been really stabilised, and has stayed stable for at least three to six

months," said Dr Antônio Sochaczewski, Brazilian Central Bank head of foreign exchange and international affairs.

Talks with the IMF to reach a pact on official debt, which Brazilian officials say must be a first step to renegotiating the total foreign debt of \$115bn, have been delayed. Ms Zélia Cardoso, Economy Minister, said this week: "No one is saying we won't pay our debt, but our priority is internal."

Brazilian foreign exchange reserves stand at \$7.5bn, the highest level in recent years, according to the Central Bank yesterday. This is apt to make foreign creditors all the more impatient with Brazil's continued undeclared moratorium on interest payments.

Brazil suspended interest payment on medium and long-term debt to private banks (around \$63bn of the total) last July, after foreign exchange reserves had dropped to a low of \$5.5bn. But it continued paying interest on trade lines, which are vital for financing exports and imports. These lines were worth \$15.5bn at the end of 1989, according to Central Bank figures.

On taking office in March, President Fernando Collor announced that debt service payments would be limited to a maximum \$5bn this year. Yes-

Hormones shown to reverse ageing process

By Alan Friedman
in New York

A GENETICALLY engineered human growth hormone has been shown to reverse key aspects of the human ageing process, according to a study reported in yesterday's issue of *The New England Journal of Medicine*.

He pointed out that, over the next six months, the Government is to release \$1.7bn of frozen remittances abroad by foreign companies, leaving reserves at a precarious level.

The Collor administration is trying to make clear its debt strategy, but is hoping its economic reforms will give Brazil a sympathetic hearing. Mr Dalster explained: "We want to end the contradiction in the way our economy was expected to work. People would complain about our subsidising exports, but we had to produce a mega-super surplus on trade every year, just to service the debt. Now, instead of having the debt tail wagging the economy dog, we want to establish how much we can pay on a non-inflationary basis."

Mr Dalster, who is regarded by bankers as a formidable negotiator, said a token payment is "not presently on the table. If we are \$5bn in arrears and pay \$200m, what difference does it make? If token payments are signs of readiness to negotiate, well I can tell you, today that we are willing."

Mr P. J. Patterson, the Deputy Prime Minister, has been acting for Mr Manley since the Prime Minister was sent to hospital.

It is widely believed that Mr Patterson, if he does succeed Mr Manley, will call an early election to get his own mandate and take advantage of the lead in popular support which recent public opinion polls show the PNP to have over Labour. The PNP's prospects in such an election would be helped by the problems which have overtaken the JLP, where lines of possible succession are not so clear.

Manley will be unable to carry out his official duties for several months. There have been earlier suggestions that Mr Manley, who took office 16 months ago for a third, non-consecutive term, would step down before the next election, scheduled for 1994.

If Mr Manley does step down, the PNP is unlikely to have a problem in naming a successor.

For the Island of 2.3m people,

where politics has traditionally been vibrant to the point of violence, any change in leadership would mark the end of an era, begun in the late 1950s, in which all matters political have been built around the personality of the party leaders.

For Mr Manley's social democ-

atic People's National Party and the conservative Labour Party, the heirs apparent do not appear capable of imposing the degree of dominance of either of the current leaders.

Mr Manley, aged 65, has had

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quarterly performance criteria

agreed with the International

Monetary Fund. The Fund is

now considering a request for

a waiver of a condition which

was not met. A change in the

agreement could bring new

and more difficult economic

measures which would be a

test for any new leader.

Jamaica's old guard under threat

The end of a political era is now in sight, reports Canute James

POLITICAL leadership in Jamaica, dominated for the past 20 years by two men, is facing the prospect of change. Mr Michael Manley, the Prime Minister, is ill and will be out of office for several months. There are strong indications that he will step down within the next 12 months.

Mr Edward Seaga, the opposition leader and a former Prime Minister, is locked in battle with a rebel faction of senior members of his Jamaica Labour Party.

The island of 2.3m people, where politics has traditionally been vibrant to the point of violence, any change in leadership would mark the end of an era, begun in the late 1950s, in which all matters political have been built around the personality of the party leaders.

For Mr Manley's social democratic People's National Party and the conservative Labour Party, the heirs apparent do not appear capable of imposing the degree of dominance of either of the current leaders.

Mr Manley, aged 65, has had

to contend with several bouts of illness over the past five years. He was scheduled to have an operation last month to remove a cancer from the prostate, but the surgery has been set back by an attack of pneumonia. The Prime Minister was rushed to a Florida hospital for treatment, and his release and return to Jamaica was delayed by more operations to remove blood clots from his leg.

The Prime Minister has now returned home but he will need prolonged rest to allow him to recover fully before the operation to remove the cancer. This suggests that Mr

Manley will be unable to carry out his official duties for several months. There have been earlier suggestions that Mr Manley, who took office 16 months ago for a third, non-consecutive term, would step down before the next election, scheduled for 1994.

If Mr Manley does step down, the PNP is unlikely to have a problem in naming a successor.

The "gang of five" senior officials who are leading the rebellion against Mr Seaga, who just turned 60, emerged from a bizarre development in which "spies" were alleged to have been used to record the conversations of party officials critical of Mr Seaga. Questions within the party over Mr Seaga's style of leadership

ended. Mr Seaga accused the five of leaking information to the press. "We cannot allow some members to put them down," he said.

Mr Seaga, who was returned unopposed as leader (the rebels refused to be nominated for any positions) said he had been elected party leader 17 times, and that there was no need for a public opinion poll to decide who should be the leader.

Although the rebels have repeatedly pledged loyalty to the JLP (but not to Mr Seaga) there have been suggestions that they may eventually create their own party. This would reduce the JLP's chances of winning previously safe constituencies, but it would clarify the line of succession within the JLP. By all indications, Mr Bruce Golding, the shadow finance minister and chairman of the party, is being groomed as a successor.

Whether a healed Mr Manley or a defiant Mr Seaga remain as party leaders, or are succeeded, the prize for the occupant of the Prime Minister's office is the less than attractive prospect of dealing with the troubled economy.

Although GDP growth last year was 4.5 per cent and is expected to fall only moderately to 3% this year, the immediate need is to meet quarterly performance criteria agreed with the International Monetary Fund.

The annual conference of the Labour Party, held in mid-June, failed to heal the schism, which may in fact have widened for any new leader.

Argentina steps up pressure for public sector efficiency

By Gary Mead in Buenos Aires

ARGENTINA has announced a series of fresh stringency measures for the state sector, as part of a continuing programme to slash the country's fiscal deficit.

Mr Diego Estévez, Undersecretary for Public Works, has given state-owned companies 45 days from July 1 to draw up an "optimum structure" for their operations, detailing numbers of employees on the payroll and their functions.

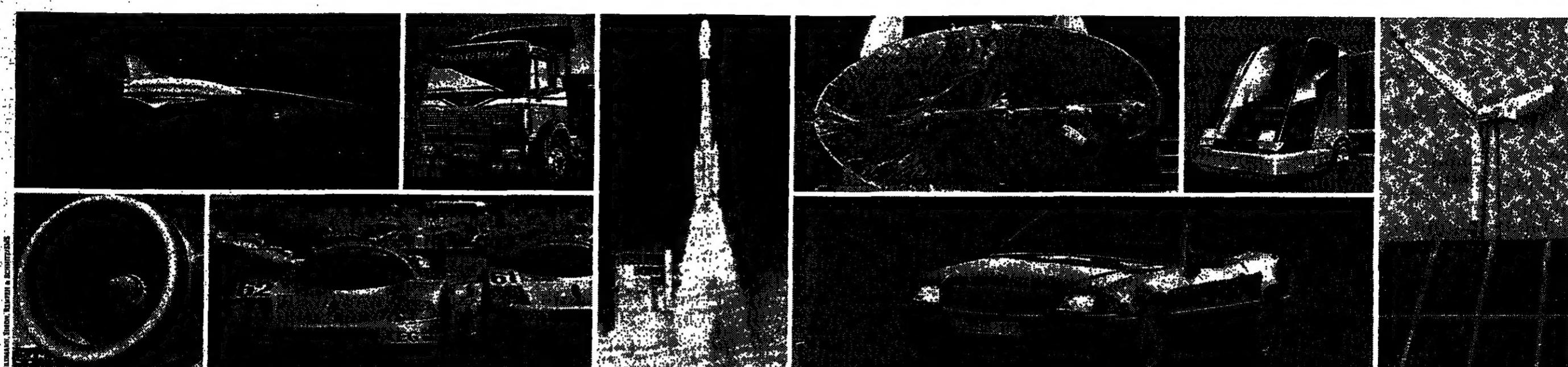
In the second half of this year, all such companies will be expected to show operating surpluses in their budgets. If, within 60 days, the management of the companies involved fail to show good reason for not having achieved such surpluses, they will be closed.

The only exception is the railway network, Ferrocarriles

Argentinos (FA), which will continue to receive Treasury support.

“He who does not go forward goes backward.”

Johann Wolfgang von Goethe



For Daimler-Benz, the 1980s were the best years in the history of motor vehicle manufacturing and marketing. And it is motor vehicle manufacturing and marketing that are at the very heart of the enterprise known as Daimler-Benz AG.

Yet this was also the decade that saw Daimler-Benz take an important step forward and become a diversified high-technology company. This restructuring has now been successfully completed.

Our new structure provides us with an outstanding opportunity to shape our future. We are now ready to forge ahead in a world more dynamic than at any time in recent history. One in which borders are crumbling and great industrial regions are moving ever closer together.

To strengthen our international presence, Daimler-Benz will soon be represented on the major stock markets of the world. The company's year-end 1989 financial statements have

already been structured to meet international standards.

To meet the needs of a growing market, Daimler-Benz will invest DM 30 billion in capital spending over the next five years. Research and development investment during that same period will exceed DM 40 billion. This is the largest investment in the future ever planned by Daimler-Benz.

As a worldwide high technology company, Daimler-Benz is facing new challenges that will promote new growth and development opportunities for the company and our employees.

We at Daimler-Benz would like to thank our stockholders for the trust they have shown in the past, and for their confidence in the future of this enterprise. This confidence is a source of determination and strength - and the foundation on which Daimler-Benz will build for the 1990s.

Daimler-Benz Group	1989	1988
Employees (at year-end)	368,226 ^a	338,749
Domestic	298,199	268,277
Foreign	70,027	70,472
Sales (in millions of D-marks)	76,392	73,495
Domestic	29,562	29,094
Foreign	46,830	44,401
Balance Sheet Total	62,737	51,931
Non-Current Assets	20,084	17,342
Stockholders' Equity	16,966	11,323
Investments	7,620 ^b	7,007
Research and Development	5,494	4,744
Personnel Expenses	23,199	22,371
Net Income	6,809 ^b	1,702

^a Including Messerschmitt-Bölkow-Blohm GmbH at year-end.

^b Not comparable with 1988 figures because of non-recurrent income and expenses.

DAIMLERBENZ

Japan's 10-year plan reaffirms role of individual

By Robert Thomson in Tokyo

THE Japanese Government yesterday released a 10-year plan for industrial and social development which focuses on the individual and envisages an expanded international role for the country.

Previous 10-year plans highlighted sectors such as chemical and heavy industry, but the more ambitious theme for this decade is "creating human values in the global age." The document defines the emerging responsibilities of Japan as an economic superpower.

The plan, intended as much for international consumption as for a Japanese audience, was prepared by an advisory council under the Ministry of International Trade and Industry (MitI).

While seen as a set of policy principles, the document does not commit the Government to any particular action and some recommendations merely embrace eternal truths such as the need for "the peoples of the world to recognise and accept each others' diverse value systems."

Japan will become a "new standard-bearer" for the world's economies, particularly in free trade, according to the document, which recognises that the country's growing economic might has produced mounting criticism.

The rapid growth and increasing global influence of Japan's economy has produced a reaction of growing anxiety, even fear, in the international community. The nations of the world are becoming more critical of Japan.

To counter that trend, it is recommending the Government "help other nations to comprehend easily all aspects of Japan's systems, procedures and customs."

Before exercising more influence in international developments, the MitI document concedes, Japan must first overcome internal contradictions, such as the decline in some aspects of Japanese living standards.

These areas include free time for Japan's citizens to achieve their full potential according to their own choices and individuality, and the opportunity to choose what to purchase and the chance to

decide what price to pay.

There is a recognition that the internal tensions triggered by Japan's development could force the social fabric to unravel.

"Land poses a deep and pervasive problem which, because of increased disparity in wealth, distorts competition and saps Japan's economic vitality. The expanding bubble of land prices is a threat to stability which cannot be ignored."

The pressing issue of foreign workers filling places created by a labour shortage has been considered, but the document recommends that "short-term considerations should be avoided" - a reflection of fears that a large foreign workforce could destabilise society.

In discussing the need to improve the quality of Japanese life, there is a significant overlap between the MitI vision and US demands in the just-completed Structural Impediments Initiative (SII), which was intended to reduce Japan's \$49bn (£28.49bn) bilateral trade surplus.

The MitI document emphasises, as did US negotiators, the importance of increasing public investment, of catering to consumer needs, of reforming land-use policies, and of improving the country's distribution system.

MitI represents the interests of Japanese industry, but its document questions whether earlier preoccupations with industrial might has led to neglect of President Daniel arap Moi's regime.

In future, greater consideration had to be given to the quality of human life in all policy areas. In other words Japan must adopt "human-oriented international trade and industrial policies."

That aim has provided MitI with the licence to recommend an improvement in the status of women by building, for example, "a social framework that enables men and women to co-operate and share domestic tasks."

As with many other suggestions in the document, the intention is good, but the reality of such a role-reversal is likely to take far longer than a decade.

Kidnap chief returns to Lebanon after row in Iran

THE MAN believed to be behind the abduction of most Western hostages in Lebanon has fallen out with Iran, Reuter writes from Beirut. Moslem fundamentalists said yesterday Mr Imad Moughneyeh, a founder of the underground Islamic Jihad group, had moved back to Lebanon from Iran because of intense pressure in Tehran to free hostages and improve links with the West.

Mr Moughneyeh's group is thought to hold most of the 15 Western hostages in Lebanon, including an American, Mr Terry Anderson, the longest-held Western captive, seized in May, 1985.

Mr Robert Polhill and Mr Frank Reed, both Americans, were released during April in what their pro-Iranian captors described as goodwill gestures.

Iran and Syria were heavily involved in winning the hostages' freedom.

Imad and the people with

him did not want to free the two Americans for nothing. They were pressed by the Iranians and, in the end, had to give in. A Shia Moslem source told Reuters in Beirut. "But Imad didn't like it and left his headquarters in Tehran to show his discontent," he said. "The (kidnappers)... want Iran to treat them as partners, not as tools."

You cannot allow a situation of anarchy to develop, which was what these people were trying to drive us into. We have been pushed too far."

Police were yesterday camped outside the homes of three other political critics, Mr Gibson Kamau Kuria, Kenya's most prominent human rights lawyer and former detainee, Mr Paul Muite, the lawyer acting for Mr Matiba, and the Rev Peter Njenga, the Provost of All Saints Cathedral, Nairobi.

Under a constitutional amendment of 1988 the police are empowered to hold people for up to 14 days before bringing them to court.



Toshiki Kaifu: to speak for Asia

Nairobi defends crackdown on critics

By Julian Ozanne in Nairobi

PROFESSOR George Saitoti, Kenya's Vice President and Minister for Finance, yesterday defended the crackdown on the opposition as security police detained nine more people identified with a wave of criticism of President Daniel arap Moi's regime.

Among the nine picked up by security police yesterday were Mr Raila Odinga, son of former Vice President Oginga Odinga, Mr John Khaminiwa, Mr Kubwa, editor of the controversial Nairobi Law Monthly, and five employees of Mr Matiba.

In an interview Prof Saitoti said the government was forced to detain Mr Kenneth Matiba and Mr Charles Rubia, the country's main opposition leaders, because they were plotting to overthrow the government and assassinate ministers and were inciting workers to strike.

He also said that if the two men had not been arrested, a planned political rally in Nairobi on Saturday would have ended in violence. Speakers at the rally, banned by the government, were to have discussed the merits of the multi-party system.

"If we allowed the situation to continue it would have got out of order and private property would have been destroyed like in 1982 (when an abortive coup was accompanied by looting in central Nairobi), the safety of tourists would have threatened and the economy and investors affected," he said.

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Mr Moughneyeh and the Iranians had started early this year when he learned of an Iranian decision to win freedom for the hostages to improve Iran's image in the West and receive much-needed economic aid.

Mr Moughneyeh insists that the western hostages should be released only after a deal has been struck to ensure freedom for 15 Shia prisoners in Kuwait and hundreds of Lebanese and Palestinians in jails in Israel and parts of south Lebanon controlled by Israel.

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him did not want to free the two Americans for nothing. They were pressed by the Iranians and, in the end, had to give in. A Shia Moslem source told Reuters in Beirut. "But Imad didn't like it and left his headquarters in Tehran to show his discontent," he said. "The (kidnappers)... want Iran to treat them as partners, not as tools."

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Imad and the people with

INTERNATIONAL NEWS

Tokyo to take lone stand at Houston summit

By Stefan Wagstyl in Tokyo

JAPAN'S efforts to carve a more independent international role for itself will come under pressure at the Houston summit next week when it will stand alone on two of the most important issues - aid for the Soviet Union and improving relations with China.

Mr Toshiki Kaifu, the Prime Minister, and his advisers will attempt to paper over differences between Japan and other members of the Group of Seven leading industrialised countries. They will point out that Japan stands solidly with the US and Europe on other items on the summit agenda - including aid for eastern Europe.

"I don't think you can say we are isolated," a senior Ministry of Foreign Affairs official said yesterday.

There are significant disagreements among the G-7 countries over both the Soviet Union and China, but in each case Japan's position is markedly different.

Relations with Moscow have been soured since 1985 by a dispute over islands north of Japan, seized by the Soviets in the last days of the Second World War.

Japanese officials see Soviet leader Mikhail Gorbachev's need for aid as an opportunity to settle the territorial row.

They have been encouraged by comments from Soviet officials suggesting possible solutions, including the return of some of the disputed islands.

Japan also hopes Mr Gorbachev will make a peace offer before a visit early next year. But Mr Gorbachev said as recently as April that the Soviet Union had "no territory to spare."

Mr Kaifu will argue at the summit that Japan's assistance to the Soviet Union should be limited to technical help, such as sending expert missions. It will not pledge financial aid until the territorial dispute is settled. A senior official warned: "We will not separate the economic and the political."

By contrast, EC leaders recently agreed to study a West German inspired plan for a \$15bn (£8.72bn) aid package for the Soviet Union.

Japanese officials take comfort from the fact that the package is strongly supported only by continental European countries. Britain and the US believe it could be premature in view of Soviet economic uncertainties.

Nevertheless, Japan is alone in expressing outright opposition to financial aid.

The likely result at Houston is an agreement which will allow countries to follow their own course.

On China, the positions are reversed, with Japan pressing hardest for an improvement in relations.

Japan is asking G-7 countries to lift economic sanctions, including a measure imposed at last year's summit following China's military crackdown on student demonstrations.

Tokyo's relations with China have been closer than some other countries, including the US, and it argues that, as an Asian power, Japan has a special understanding of China.

Senior politicians have visited China and have hosted reciprocal visits, including this week's tour by Li Tieying, the deputy prime minister.

Mr Kaifu is widely expected to

announce a resumption of Japanese aid soon after the summit.

The issue cannot be judged as easily as that for the Soviet Union, as at last year's summit the G-7 countries took a united stand on China and the EC has already delayed a decision on sanctions until September.

Japan's hope is that Britain, with Hong Kong's interests in mind, will also promote conciliatory attitudes.

As in previous summits, Japan intends to speak for Asia. Changes in east-west relations enhance the significance of this; Asian countries are determined that their interests will not be neglected as the attention of most G-7 countries focuses on eastern Europe.

On trade issues, Japan will want discussions to be as general as possible. Officials are worried that specific talks will raise Japan's ban on rice imports.

The Japanese Agriculture Ministry said yesterday that the leaders would limit themselves to a commitment to the success of the Uruguay Round of trade liberalisation talks under the General Agreement on Tariffs and Trade.

Terrorism stalks Assam's tea gardens

By Gita Piramal in Bombay

THE gentle slopes of Assam's tea gardens have become the scene of a deadly tug-of-war between the United Liberation Front of Assam (ULFA), a terrorist secessionist group and some of India's biggest tea companies.

ULFA, which virtually runs a parallel government in large parts of Assam, has demanded Rs500,000 (£16,000) protection money from each tea garden in Assam. Through an official statement made by the Indian Tea Association (ITA), the tea companies which received the ultimatum have announced that they will not give in to ULFA threats. They have asked the central and the state governments for protection in the isolated far-flung tea plantations.

The danger is very real given ULFA's past record which includes the murder of Mr Surendra Paul, a prominent Calcutta-based industrialist. Mr Paul was shot on April 9, during a visit to his company's tea gardens in upper Assam. ULFA claimed he was killed in a tug-of-war between the United Liberation Front of Assam (ULFA) and some of India's biggest tea companies.

Visitors said a considerable, though not overwhelming, security presence was obvious in the capital.

According to official reports, ULFA has claimed responsibility for the deaths of 90 people since it was formed in 1979, although unofficial figures may be as high as 300.

The money collected through such kidnappings has been used partly to build roads and social welfare programmes.

These activities, along with a ruthless drive against hooch (illegal alcohol), has won ULFA considerable public sympathy among the local Assamese who feel that the state government, the oil industry and the tea companies have taken money out of Assam without ploughing some of the profits into much needed infrastructure development.

In a bid to blunt this latent hostility, several tea companies with plantations in Assam have recently announced investments in the state. The BM Khatan group, for example, which directly and indirectly controls 10 per cent of the total tea production in India, has drawn up plans for a school and a motel chain to be located in Assam. The foundation stone for the Rs 160m Assam Valley school was laid in mid-February while possible sites for the motel chain are being considered.

ULFA clearly does not consider such steps sufficient. The current demand is for Rs 500,000 (£16,000) protection money from each tea garden in Assam. The letter invited them to a meeting on June 11 to discuss "the active participation of the tea industry in the economic development of Assam". The letter made clear that failure to honour our request to attend will bring us to take action according to our constitution.

From the money, ULFA wants tea companies to shift their registered offices to Assam, to hire more managers and staff and to transfer non-Assamese employees outside the state.

It is not known which tea companies attended the meeting but certainly some of them did. Until June 21, the PTA had refused to acknowledge that such a meeting had been held at all.

Though the tea companies insist that they will not give in to ULFA's threats, a recent editorial in the Economic Times said that a few tea gardens have been buying tea with ULFA for quite some time.

Ironically, this has been the Indian tea industry's best year in terms of production and exports. The market's export is expected to be 750m kg or 22m kg higher than the previous year of 1988-89. Exports for the first time crossed the Rs 100m mark.

Assam tea accounts for nearly 60 per cent of the exports.

Chinese group cuts Macao airport stake

By John Elliott in Macao

A CONSORTIUM of Chinese companies has been forced to cut its proposed one-third equity stake in a new international airport being built in the Portuguese enclave of Macao, because of China's foreign exchange crisis.

The consortium, known as Cheong Lun, has been unable to raise 300m patacas (£14.14m) due this year in the second stage of its planned capital stake in the airport, which will cost between 3.5bn and 4bn patacas with total capital of 1.5bn patacas.

The group has also failed to meet delivery schedules for ballast needed for reclamation work.

But China's authorities are organising fresh funds and supplies from other mainland companies and allies in Macao. Mr Luis Vasconcelos, the enclave's secretary for major projects, said yesterday that the single-runway airport was still on schedule to open at the end of 1993.

The airport will have immigration facilities for both China and Macao and is expected to handle 3m passengers annually within a couple of years of opening. It will boost the enclave's economy, which

returns to Peking's control in 1999.

A new airline, Air Macao, is being launched to operate from the airport.

If it opens on time, the complex will be three to four years ahead of Hong Kong's proposed Chek Lap Kok airport.

China pledged its backing for the Macao venture three years ago and cancelled plans for a rival airport in the adjacent special economic zone of Zhu-hai.

"We had to have China's approval because, in addition to finance, we need sand and rock from them for reclama-

tions and we need to use their air space," Mr Vasconcelos said.

Construction work has begun. A 1.2bn patacas contract for a 3km runway in the Pearl River estuary, to be built on piles and reclaimed land, is expected to be finalised soon with a Portuguese-Italian-Dutch consortium comprising Ballast-Nedam, Construcciones y Contraheras and Companhia de Construções e Infraestruturas (CIC).

Journalists and most categories of foreigners have been banned from Tibet since March 1989. Peking claims Lhasa is now "stable" following the lifting of martial law, but reports of arrests continue to leak out.

Visitors said a considerable, though not overwhelming, security presence was obvious in the capital.

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UK NEWS

Yuri Butchenko adds to pressure on UK miners' leader Arthur Scargill

By Michael Smith, Labour Correspondent

A SOVIET trade union leader yesterday called for the return of up to £10m which he said was collected in his country for British miners during the 1984-5 pits strike.

The comments by Mr Yuri Butchenko, an executive member of the Siberian-based Kuzbass Union of Workers, added to the controversy surrounding the handling of finances by Mr Arthur Scargill, president of the National Union of Mineworkers, during the strike.

An inquiry by Mr Gavin Lightman QC, published this week said that at least £1m of Soviet money intended for miners and their families had been diverted to the International Miners' Organisation, an organisation which Mr Scargill helped to set up.

Mr Lightman was unable to be more specific, partly because the IMO, of which Mr Scargill is president, refused to provide financial details of its accounts.



Arthur Scargill

The NUM has launched an attempt to recover more than £2m of funds, including money donated by Soviet citizens, from the IMO. Executive members plan to meet Mr Lightman next week to seek advice on the best way of going about this.

Mr Lightman said in his inquiry, submitted to the NUM national executive, that he believed a deposit of about £1m in a fund controlled by Mr Scargill and the IMO had come from donations from Soviet workers and east European countries.

Separately, the Certification Office for trade unions disclosed yesterday that it has sent a reminder to the NUM to submit its annual accounts up to December last year, which are now more than five months late.

Mr Matthew Wake, the Certification Officer for Trade Union and Employers' Association, was last sent the NUM financial returns last year. However, a delay of more than the statutory limit of five months is not unusual.

Mr Butchenko, speaking at a press conference in London organised by the breakaway Union of Democratic Mineworkers, said each of the 3m

Soviet miners and many other workers had contributed a day's pay for the strike and this would have raised between £3.6m and £10m, depending on exchange rates.

The money should be returned, he said, because it never reached the families for whom it was intended. The Soviet unions would then be able to distribute it "as they saw fit."

Mr Butchenko is head of the international department at the Kuzbass Union, which was set up last year, as an alternative to the official trade unions. He said it had had 20,000 members and one million supporters, about a third of them miners.

He said the Lightman report would have serious consequences in his own country because it showed that "official trade unions, just as Comrade Scargill, were not interested in rank and file miners."

The deal, for which no price is disclosed, brings to Elf 200 service stations, doubling its share of British petrol distribution to 4.2 per cent. It also includes a 70 per cent interest in a 100,000 barrel per day refinery and coastal terminal at Milford Haven in southern Wales, plus a pipeline from the terminal to Kingsbury and Cadeby in the central and northern UK.

Amoco said the sale was in line with its strategy of divesting its non-US refining and refined products marketing activities. The deal does not include Amoco's UK synthetic fibres operations, nor other British offshoots active in exploration and chemicals.

Chancellor's remarks, but the pound ended on its trade-weighted index at 92.7, unchanged against its previous close.

Mr Alan Charlesworth, chief executive of the Signal research group and one of the report's authors, said: "Money is too easy to get hold of. People are not adjusting their lifestyles to their new circumstances and time is running out for them."

According to the Signal survey, people in the 25-44 age group are spending increasing amounts on leisure activities, including eating and drinking, much of it financed by borrowing. Spending on eating out and drinking has risen by over 20 per cent in the period surveyed in the report.

Signal argues that a whole range of industries, from banks and building societies, to the leisure industries, clothing, and do-it-yourself face serious risks because of unsustainable consumer borrowing.

Franchising - individuals running their own business within a framework laid down by the franchisor - has grown rapidly in recent years.

Major rules out cut in interest rates

By David Barchard, Michael Cassell and Rachel Johnson

INTEREST RATES will have to stay high because the volume of credit in the economy remains excessive, Mr John Major, the Chancellor of the Exchequer, said yesterday.

In exchanges in the House of Commons which gave no hint that the Government intended to relax its high interest rate policy, Mr Major said he was still concerned about the level of credit. His remarks came as an independent report warned that consumer debt was becoming an increasingly serious problem and posed a growing threat to suppliers of consumer goods and services.

He rejected accusations from the opposition Labour Party that the Government's reliance on high interest rates to reduce inflation was failing.

He also faced claims by some Tory MPs that credit was running out of control.

Last month Mr Major attacked some credit market practices and warned that banks and building societies could face restrictions if their proposed voluntary code on marketing credit was not effective. The code is due to be introduced early next year.

Mr Major's remarks yesterday helped drive UK shares and government gilt-edged securities lower. The FT-SSE 100 share index closed 24.1 down at 2,331.4, while gilts were also affected by the prospect that interest rates would remain high until domestic credit expansion could be controlled.

Mr Roger Bootle, UK economist at Greenwell Montagu, said the markets' euphoria about sterling joining the exchange rate mechanism of the European Monetary System was a "fool's paradise" given the UK's economic fundamentals.

Sterling futures fell on the

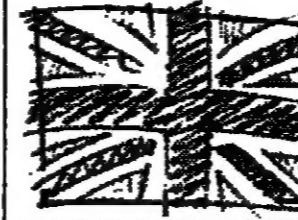
drive up short-term interest rates further, rather than help reduce them.

He rejected accusations from the opposition Labour Party that the Government's reliance on high interest rates to reduce inflation was failing.

He also faced claims by some Tory MPs that credit was running out of control.

Last month Mr Major attacked some credit market practices and warned that banks and building societies could face restrictions if their proposed voluntary code on marketing credit was not effective. The code is due to be introduced early next year.

BRITAIN IN BRIEF



Elf to buy British arm of Amoco

Elf Aquitaine, the French state-controlled oil group, yesterday announced it had completed six months of negotiations to buy the British refining and marketing interests of Amoco, the US oil company.

The deal, for which no price is disclosed, brings to Elf 200 service stations, doubling its share of British petrol distribution to 4.2 per cent. It also includes a 70 per cent interest in a 100,000 barrel per day refinery and coastal terminal at Milford Haven in southern Wales, plus a pipeline from the terminal to Kingsbury and Cadeby in the central and northern UK.

Amoco said the sale was in line with its strategy of divesting its non-US refining and refined products marketing activities. The deal does not include Amoco's UK synthetic fibres operations, nor other British offshoots active in exploration and chemicals.

Tough criteria for franchises

THE British Franchise Association yesterday unveiled tougher new membership criteria as a step towards preventing abuses which have damaged the industry's image.

The new rules are the first stage in a programme which will soon require members to re-apply each year for

accreditation with the association and introduce a disciplinary code. The code may force some members to leave the association.

Franchising - individuals running their own business within a framework laid down by the franchisor - has grown rapidly in recent years.

Party unveils 'revolution'

Plans for a "peaceful revolution" of constitutional reforms, including replacing the House of Lords, home rule for Scotland and Wales and a Supreme Court were unveiled by the Liberal Democrats.

The party said its package - titled "We the People" - was the first time a British political party had published either an illustrative written constitution or a timetable for Paddy Ashdown, Liberal Democrat leader, said:

"Britain is now the most

centralised and least democratic nation within Western Europe. And, on current trends, the emerging democracies of central Europe will soon also overtake us."

His party's programme would see a considerable decrease in the role of Parliament. Power would be transferred upwards to the European Community and down to 9-12 new English regions.



Ashdown: plans revolution

Mr Thompson attacked a recent survey of airport charges by TM Economics, a London-based consultancy. The survey suggested that Manchester Airport was the third most expensive airport in the world after Tokyo and Newark, New Jersey.

Mr Thompson said the results of the survey were very strange and that his staff were looking closely at the methodology used in its preparation. He believed that his airport to be one of the least expensive in the country. He is considering legal action against TM Economics.

Sorema plans UK subsidiary

Sorema Reinsurance, one of France's largest reinsurance companies is to set up a British subsidiary, subject to approval from the Department of Trade and Industry.

The new London-based company, Sorema (UK) Reinsurance, will have an capital of £30m, financed by an injection of FF500m into Sorema by its parent, Groupama.

Justice system facing crisis

Britain's criminal justice system may still be facing a crisis of confidence in spite of recent improvements. Mr Alan Green QC, the Director



of Public Prosecutions indicated yesterday.

He told a seminar in London: "There are cases in which for one reason or another a defendant is wrongly convicted."

It is to this last situation that the phrase 'miscarriage of justice' is most generally applied. And we must undoubtedly do all we reasonably can to ensure that such miscarriages of justice do not occur."

Mr Green emphasised that a distinction should be drawn between a crisis of confidence, "if it exists" and shortcomings in the system itself.

He made no reference to any specific cases but referred to the Police and Criminal Evidence Act 1984 and the Prosecution of Offences Act 1985 as among changes he believed had improved the criminal justice system.

Singapore Airlines introduces Raffles Class

(It's more than just Business as usual.)



From now on our Business Class passengers will fly Raffles Class. Where they'll enjoy Taittinger Brut Champagne served in glasses specially commissioned from Schott Zwiesel. In an atmosphere that says it's more than just business as usual.

SINGAPORE AIRLINES

UK police chiefs press for central link with Europe

By Jimmy Burns

BRITAIN'S police chiefs are pressing ahead with plans to set up a national criminal intelligence agency with the twin aims of improving their current record on crime prevention and co-ordination with other police forces in Europe.

A meeting of the Association of Chief Police Officers (ACPO) is next week expected to approve proposals that would reduce the current number of regional crime squads from nine to five and concentrate greater powers in the Metropolitan Police in London.

On Wednesday, the Home Secretary, Mr David Waddington told the House of Commons Home Affairs Committee that he was not persuaded there was a case for Britain's more than fifty separate territorial police forces to be re-organised into one national police force as favoured in other parts of Europe.

However senior police chiefs see next week's move as a potentially radical step towards greater centralisation. The current de facto structure of Britain's police was criticised on Wednesday by both Conservative and Labour MPs as inefficient and lacking credibility.

Directors back 'hard Ecu' plan for European monetary union

By Anthony Robinson

THE Institute of Directors yesterday threw its weight behind the gradualist "hard-Ecu" approach to European monetary union outlined last month by Mr John Major, the Chancellor of the Exchequer, and proposed that businesses be allowed to pay taxes and keep books in the European Currency Unit.

In a discussion paper, A currency for the Single Market, presented to the Government yesterday, the institute's policy unit was deeply sceptical of the Delors Report proposals for economic and monetary union.

Instead it saw wider use of the proposed hard Ecu "running parallel with national currencies and used freely for all commercial transactions and

bility. It has previously come under fire from academics and European police officers.

The regional crime squads, employing 1,200 officers, co-operate in investigating serious crimes such as murder, fraud and drugs offences across Britain. Counter-terrorism is the responsibility of Special Branch, based at the Scotland Yard headquarters of the Metropolitan Police, and other agencies.

Current plans being considered by senior police chiefs envisage linking five regional crime squads to a national intelligence computer which would be able to speed up the exchange of data with other European police forces.

Mr Waddington told MP's on Wednesday: "It would be absurd if we were to throw away the natural advantages that we have as an island. Common sense dictates that we should keep our geographic boundaries and keep our controls."

Debate within Britain about the police force's future has been quickening in recent months in anticipation of the lifting of European border controls prior to 1992.

the computation and payment of business taxes" as a first practical step in the evolution of closer monetary union.

It also advocated "greater use of the Ecu as the way to reduce exchange rate uncertainty and eliminate transaction costs." The Ecu is a notional currency whose value is calculated as an average of 12 EC currencies.

Last month Mr Major called for the creation of a "hard Ecu" to circulate as a parallel 13th currency throughout the Community, a proposal received sceptically by Mr Karl Otto Pöhl, president of the German Bundesbank, and several community countries.

The institute, whose report on monetary union was pre-

pared independently of the Major plan, argues for a market-based approach to monetary union rather than one laid down by politicians.

It said the single market "should be the driving force for monetary union" and warned that unless progress towards monetary union was market-driven, "membership of the European Exchange Rate Mechanism and further institutional changes would be meaningless."

From the point of view of the practical businessman "the timescale required for full implementation of the Delors plan would be too extended to meet the pressing immediate needs of European business," the institute said.

French-owned design house announces redundancies

By Alice Rawsthorn

CONRAN DESIGN, the French-owned design consultancy which is one of the largest in the UK, has made 45 people redundant and has reshuffled its senior management.

The redundancies come only a few months after Conran - which was originally part of the Storehouse retail group founded by Sir Terence Conran - was taken over by Bouygues Cavaillé & Gouraud, the French advertising agency.

Conran Design's staff were told about the staff cuts on Wednesday, the day after ESCG completed the acquisition.

The redundancies affect almost a third of Conran's workforce and will reduce the number of employees to around 100. Mr Michael Soden, who joined the consultancy a year ago as chief executive, is leaving.

ESCG intends to use Conran Design, which already has offices in Paris and Hong Kong, as the centre for its European design business.

In recent months ESCG, like several other leading Paris advertising agencies, has been expanding into other European countries.

Conran Design has been renamed ESCG Conran Design. Sir Terence Conran, who recently resigned as chairman of Storehouse, has returned to Conran Design as chairman. Mr Mark Landini, creative director, and Mr Ian Perry, commercial director, have become joint managing directors.

The cutbacks at Conran

Design reflect the depressed state of the design industry, which has been scarred by job losses in recent months. Many design consultancies are experiencing financial problems as the slowdown in the economy has forced their clients to reduce design budgets.

The broad conclusions of two of the reports were very similar. Any reduction in the number of independent water companies in England and Wales would damage the ability of Mr Ian Byatt - responsible for economic regulation of the industry - to stimulate competition between the regional water

Taxpayers faced with £11m bill after Scottish shipyard collapses

Wake follows slow boat for St Helena

By Richard Tomkins, Transport Correspondent

A POLITICAL decision to give a Government shipbuilding order to Hall Russell, an ailing Scottish shipyard, resulted in taxpayers having to foot an extra £10m bill when the company collapsed, a report by the National Audit Office shows.

The public spending watchdog urged that better precautions are taken in future to ensure that potential contractors are viable before orders are placed.

Its report tells how the cost over-run arose after two Government departments came into conflict over an order for a new ship to serve the South Atlantic island of St Helena, a UK dependent territory, off the west coast of Africa.

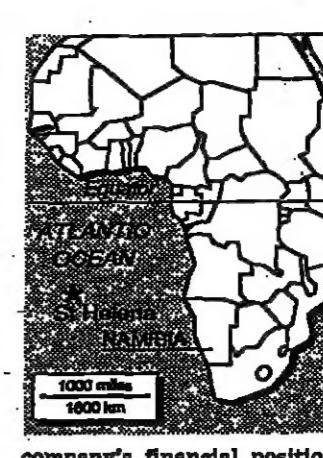
The only existing vessel serving the island was nearing the end of its operational life,

and in 1986 the Government announced that it would meet the cost of building a replacement vessel in a British yard.

The Overseas Development Association shortlisted three tenders, of which the lowest came from Hall Russell of Aberdeen; but when consultants warned that the company's financial position was precarious, the ODA decided to opt for a rival offer.

The Scottish Office, however, fearing the consequences for the local economy in Scotland, said the consultants' view was pessimistic, and offered to underwrite any extra costs incurred by accepting the Hall Russell order.

Ministers agreed in November 1987 that the order should go to Hall Russell. But the



company's financial position had deteriorated, and in November 1988 it went into receivership with the ship for St Helena only one-third complete.

In the event, Hall Russell and most of its 500 jobs were saved when A & P Applestore, the shipbuilding and repair consultancy, bought the yard from the receivers but the cost of completing the vessel rose to £22.5m.

The vessel was eventually launched eight months late last October, with the Scottish Office paying the film difference between the ODA's preferred tender offer and the actual cost.

The National Audit Office's report will now go to the all-party Parliamentary Accounts Committee which will deliver its own verdict on the Government's actions.

A New Ship for St Helena: National Audit Office; HC 516; HMSO; £2

Water industry fears stagnation

Andrew Hill on developments in the recently privatised sector

THE current structure of the British water industry has taken a long time to evolve. But some in the industry are worried that further development of the sector, in particular through mergers between water companies, may now be stiffer.

On Wednesday the Monopolies and Mergers Commission published two more reports on what it describes as "merger situations": broadly the acquisition and ownership of large stakes in UK water companies.

The investigations followed hard on the heels of another MMC inquiry - the first under the 1989 Water Act - into a proposed merger between three water companies in the so-called Home Counties close to London, which would have left Compagnie Générale des Eaux, France's largest water supplier, in control of the enlarged company, Three Valleys Water Services.

The broad conclusions of two of the reports were very similar. Any reduction in the number of independent water companies in England and Wales would damage the ability of Mr Ian Byatt - responsible for economic regulation of the industry - to stimulate competition between the regional water

monopolies.

Mr Nicholas Ridley, the trade and industry secretary, has taken a hard line on the MMC's recommendations.

In the case of the Three Valleys merger the MMC suggested that the deal could go ahead, if the three companies made certain guarantees.

Mr Ridley asked Mr Byatt, director general of water services, to identify further cost savings and report back by the end of this month.

In the case of this week's MMC investigation into Générale's ownership of a 29.9 per cent stake held in Mid Kent Holdings, a small south of England supplier, Mr Ridley has asked Mr Byatt to ensure that the French company cuts its holding to 19.5 per cent.

These are not anti-French measures; instead, they are designed to protect the central plank of regulation in the recently-privatised industry - comparative or "yardstick" competition.

As director general of water services, Mr Byatt has the task of setting price-rise limits for the 39 water companies in the newly-privatised companies, frozen since the existing structure of the UK water industry. He is also adamant that the recent MMC recom-

mendations do not remove the discipline of takeover regarded as important for the privatised industry.

He argued to the MMC that cost benefits identified in the Three Valleys merger did not outweigh the loss of comparators. That has led some to accuse Mr Byatt and the MMC, of rejecting carefully quantified benefits - lower charges for customers, for example - in favour of the nebulous benefits of yardstick competition.

Mr Byatt, by contrast, is a

staunch defender of the

concept:

"It is easier to identify

cost benefits, but I think

the advantages of comparative

competition are very consider-

able in enabling the regulator

to set much tamer price limi-

ts," he says.

Amendments to last year's

Water Act appeared to shut the door on further rationalisation in the industry, obliging the MMC to look into takeovers of water companies with assets worth more than £30m. But Mr Byatt denies that those measures, combined with the Government's "golden share" in the newly-privatised companies, have frozen the existing structure of the UK water industry. He is also adamant that the recent MMC recom-

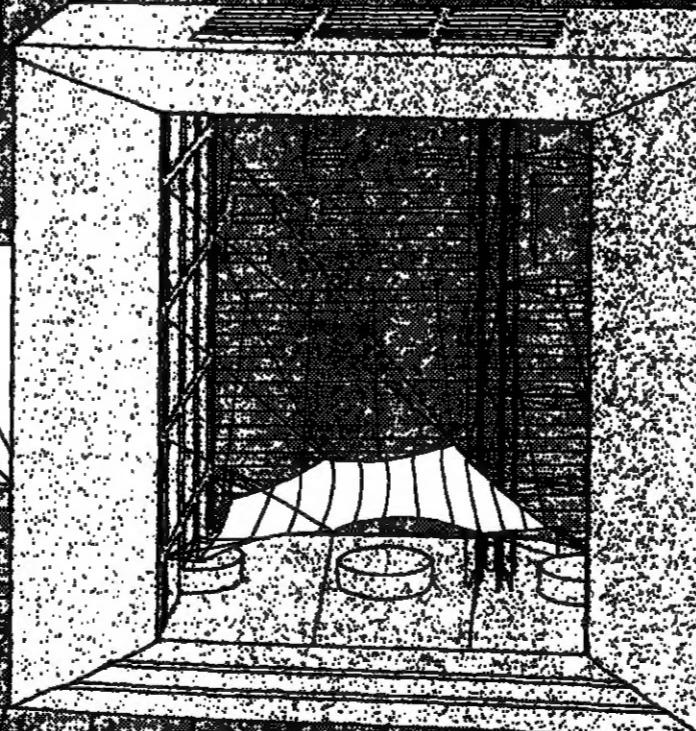
monopolies have also raised doubts about the political independence of the regulator, asked to enforce the decisions of the trade secretary. But he sees no conflict of interest between this and his emerging role as the most important source of evidence for the MMC.

The rapid evolution of competition policy for the water companies does not worry the regulator, indeed he sees it as a virtue in an industry which measures its progress in decades rather than years.

"It shows that the policy is responsive to individual situations," argues Mr Byatt, "and I think one has to be very careful about extrapolating hard and fast rules from one or two cases."

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TECHNOLOGY

April 1 1990 was Census Day in the United States. By early May completed questionnaires about the vital statistics of an estimated 250m people around the country were being processed in what the Census Bureau is calling "the most automated census ever."

In the last census 10 years ago it took four months longer to reach the equivalent stage in the process, the Bureau reports. It claims that information from 99 per cent of the 106m households has already been collected, and 70 per cent of that is ready for tabulation.

The heart of this year's accelerated rate of data crunching is "flow processing." In the 1980 census, "batch processing" was used: answers were only coded after all questionnaires had been returned to central office. Now, explains Census spokesman Mark Mandel, "we begin as soon as questionnaires come in."

New technology is at work well before the replies are processed, however. During the mid 1980s the Census Bureau co-operated with the US Geological Survey to develop an electronic database called Topologically Integrated Geographic Encoding and Referencing (Tiger). The system can create maps of any location in the country down to the smallest census unit, known as the block. There are 6,500,000 blocks in total.

Tiger has been used to generate more than 100,000 local maps for local census offices, principally to help staff follow up those households which have not responded. Each household has a "geocode" which allows it to be located on the Tiger system.

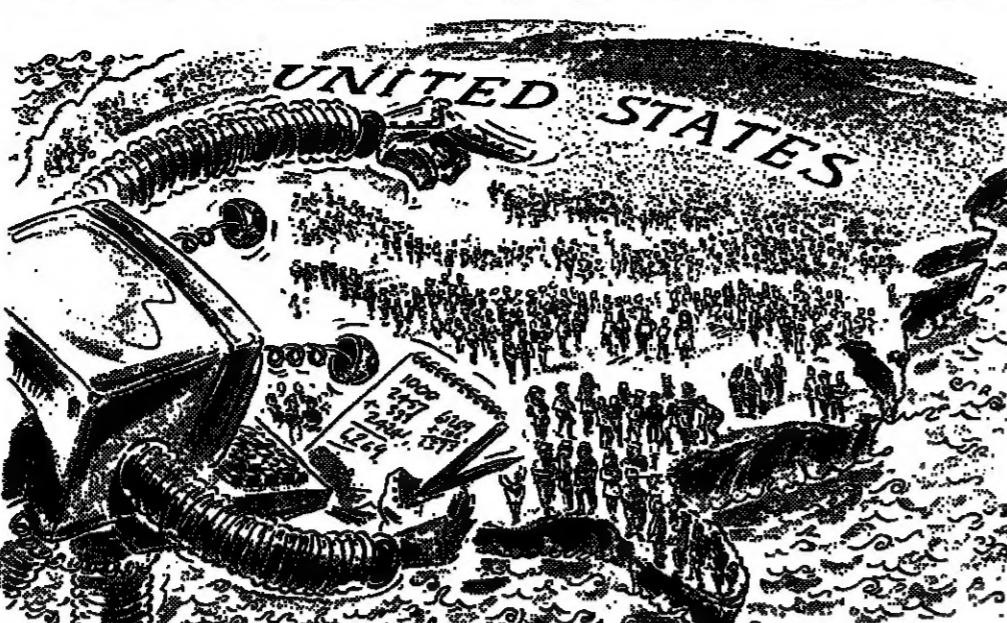
A 14-digit barcode is printed on each questionnaire and its envelope. When the forms are returned, one of the 12 laser sorters around the country reads the codes and separates replies. There are also 3,500 hand-held laser "wands" in the Bureau's 450 district offices, where initial scanning takes place.

In the mid-1980s when barcodes were being tested on smaller censuses they often smudged and became unreadable. But the introduction of ink jet printing and non-water soluble inks has improved their resilience. Paper quality has also helped; whereas barcodes had been printed separately and attached as labels in the past, in 1990 they were printed directly on the questionnaire.

These improvements mean that "we now have perfect registration," says Thomas

Andrew Jack examines the process of gathering information about the United States population

Hands up for the automated census



DINenna, chief of the Bureau's technical services division. Eleven of the 14 digits in the code identify the household. The remaining three represent the sum of all the other eleven. If these verification digits do not correspond, or the laser scanner simply cannot read the barcode, it will be scanned twice more, and then keyed in by hand. The overall error rate has been less than 2 per cent, claims DINenna.

Besides sorting the replies, the code read by the scanner is used to amend an automated address list of every US household. The list was initially compiled from previous census information and purchased data, and then distributed to each local office.

In 1980, it was then laboriously amended by hand as replies came in. This year updated lists are sent out frequently; the households who have replied are removed. The remaining addresses can be used directly by enumerators conducting the intense follow-up campaign.

Once the forms have been collected in each of seven

regional offices, they are converted into machine-readable form. The questionnaires are fed into a page turner where they are held down on a vacuum bed and unfolded by a rotating arm which also generates a partial vacuum. A device that resembles a windscreen ice scraper is attached behind the arm. It smooths the paper and removes any static charge as it passes over. While the laser scanners are simply modified versions of conventional barcode readers, the page turners were designed and patented by the census bureau itself.

Once opened, each page is then photographed on to microfilm. This allows responses to be entered on to computer where they can be aggregated for more immediate release. The film passes into one of the 22 Film Optical Sensing Devices for Input to Computer (FOSDICs), first developed in the 1950s. It can read 1,000 pages' worth of film each minute.

A beam of light fifteen-thousandths of an inch in diameter, scans each microfilm exposure. Where dots have been filled in

on the questionnaire the microfilm negative is transparent and allows the light to pass through and register on a photocell. The light levels are converted into an electric voltage which is recognised by the machine.

Since the FOSDIC only identifies completed dots, the handwritten parts of the questionnaire such as the name and address of the respondent are not entered on to computer, so confidentiality is preserved. As recently as 1980, "FOSDIC was essentially hardware," says DINenna. "It has totally changed, and has more software now. The scanners are a quarter of the size, and require far less power, maintenance and air conditioning." Once it has been microfilmed, the paper is shredded under armed guard and turned into a valuable slurry which is sold for recycling.

After an initial edit for inconsistencies and errors, the data is transmitted to Census Bureau headquarters in Maryland for analysis. On the mainframe further checks are made for certain logical errors on the

completed forms, such as heads of household aged under 15, and children whose ages are given as greater than those of their parents.

Advances since the 1980 census also extend to the end-user of information. This will be the first national census to be available on compact disk. Some 37 CD-Roms will hold the census data - with confidential information removed - and sell for around \$250 each. The Tiger system will also be sold on CD, allowing analysts to create digitised maps which display census data information.

In the past, the same data required more than 1,000 magnetic tapes, and only a few large companies could afford to buy it. "CDs are cleaner, easier to work with, and can be easily replicated," explains Forrest Williams, chief of systems and programming. Multiple copies will be made by CD companies, where in the past each set of tapes had to be made from the Census Bureau's own computer.

One of the problems faced by engineers is having to decide on the technology to be used in the next census. This has to be decided several years in advance to allow time for testing and developing the equipment.

DINenna points out that in 1980 he was using computers with a capacity of 8 megahertz to control the FOSDICs, which allowed a processing speed of 400 pages a minute. But since 1980 the mechanical design is sufficiently rugged to cope with a rate of five times that he could upgrade his control devices to computers with a current capacity of up to 33 megahertz.

Other technologies were judged not yet sufficiently developed to use this year. Trials began five years ago with hand-held computers which enumerators would use on house visits to families who had not completed returns. Officials decided that there were still too many problems to use the equipment nationwide.

A special census unit has already been established to examine censuses into the 21st century. Ideas include the development of optical scanners which can recognise handwriting, on-line access to census data, and ultimately, a census day where everyone taps in answers directly to their home computer. But the chances are that form filling will still be necessary for census 2000. Says spokesman Ray Bancroft, "the true paperless census is some way off."

Fastest cable on Atlantic route

OPTICAL fibre technology developed by AT&T Bell Laboratories promises a 10-fold increase in the capacity of intercontinental telephone cables.

The new fibre optic transmission system is still at the research stage but is likely to be ready for commercial use in the late 1990s, according to Jack Sipress, director of overseas systems at Bell Labs.

A single transatlantic cable would then have a transmission capacity of 5,000 megabits per second - enough to carry 700,000 simultaneous telephone calls. That is almost 20 times as much as TAT-8, the current transatlantic cable, and 10 times as much as TAT-9, which is under construction.

The system depends on two related developments: a type of glass fibre doped with erbium (a rare-earth element) and a laser that emits very narrow pulses of light known as softlaser.

Today's optical cables require "repeaters" every 50 miles or so to boost the signal, which gradually deteriorates as it travels along the fibres. Experiments at Bell Labs show that solitons can travel down the new fibres for thousands of miles without boosting. That would make it possible to lay down a transatlantic cable as a single "light pipe" without repeaters.

Today's optical cables require "repeaters" every 50 miles or so to boost the signal, which gradually deteriorates as it travels along the fibres. Experiments at Bell Labs show that solitons can travel down the new fibres for thousands of miles without boosting. That would make it possible to lay down a transatlantic cable as a single "light pipe" without repeaters. It would therefore be cheaper than today's cables, as well as having a greater transmission capacity.

Satellite reaches remotest parts

BUSINESS travellers who need to keep in touch with the office while they are in remote parts of the world, far from any reliable connection to a fibre optic cable, will soon be able to use the Inmarsat C satellite network.

This was originally intended for ships but is now being expanded to mobile land-based communications.

STC, the UK electronics company, has introduced a personal data communications system which fits in a briefcase, for travellers who want to use Inmarsat C. The system, called M ascot Nomad, includes a small dome-shaped omni-directional antenna and transceiver, an IBM-compatible laptop computer with 256 kilobytes of Ram memory and an A4 inkjet printer.

security, refuelling, cleaning and baggage handling. It says the mobile system will reduce the aircraft turnaround time.

The mobile DCS software was developed in-house by BA. The hardware comes from Motorola.

The patter of tiny heartbeats

HAND-HELD foetal monitors will extend the benefits of high-tech antenatal care to women in family doctor's surgeries or at home. Huntleigh Technology of Cardiff has launched Fetal Doppler, a pocket-sized electronic unit which tells doctors, nurse, and midwives exactly how fast the unborn baby's heart is beating.

This battery-powered unit uses the same ultrasonic Doppler measuring technique as the larger mains-operated foetal monitors used in maternity clinics and hospitals. It because it is cheaper (\$200). It can be used more widely. Huntleigh sees developing countries as a large market.

The unit can detect the fetal heart from around the tenth week of pregnancy. Obstetricians who have tried it say that it is particularly useful for alerting doctors to a potential problem when the heart rate is just outside the normal range of 120 to 150 beats per minute. A slight abnormality may not be detected by ear but shows up clearly on the unit's liquid crystal display.

EC directive to protect software

THE EUROPEAN Parliament votes next week on the EC's highly controversial proposed directive on legal protection for computer software. The issue has been labelled more intensively than any other in the EC's history.

Different computer companies within the European Commission have been advocating opposing views. The main issue to be decided is whether there should be an outright ban on copying programs or whether a limited exception should be allowed for "reverse engineering" to develop user interfaces.

Contacts: AT&T: US: 800 462 3748; STC: UK: 061 640 3400; British Airways: UK: 081 739 6511; Huntleigh: UK: 0222 455565.

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MCANN ERICKSON



Lufthansa

MANAGEMENT

When recession strikes

Smith Corona hits the wrong key

Martin Dickson examines the background to the sharp reversal in the US typewriter company's fortunes

One of the most miserably performing stocks on Wall Street over the past year has been a company once hailed as an object lesson in the way US businesses can haul themselves out of the grave and hit the Japanese between the eyes.

Now, however, many investors see Smith Corona, the world's largest manufacturer of portable electronic typewriters and personal word processors, as illustrating a much older lesson: caveat emptor.

Shares in Smith Corona were floated on the New York Stock Exchange at the end of July last year, when Hanson, the British conglomerate, sold off 52 per cent of the wholly-owned subsidiary. The flotation was unprecedented for Hanson, arguably the most successful British takeover machine of the 1980s, which normally either holds on to businesses or sells them outright.

But many investors now rue the day they bought the shares. Smith Corona's profits have fallen sharply in recent months and the company warned this week that it expected a loss for the final quarter of the year, ending on June 30. It also intends to slash its quarterly dividend from 15 cents a share to 5 cents.

Its stock, which was floated at \$21, has dropped repeatedly over the past 11 months to stand at \$5 after this week's announcement. That is about five times analysts' forecasts of earnings for the year just ended.

Some investors are so angry that they are suing Smith Corona and Hanson, charging them with omitting important information about the business health from the flotation documents.

The two companies say they will be vigorously contesting the suits and Lee Thompson, chairman of Smith Corona, adds: "For anyone to say Hanson or Smith Corona knew this [the downturn] was coming is ludicrous." How then does the affable Thompson — who exudes the soothing air of a family doctor — explain the sharp reversal in the company's fortunes so rapidly after the flotation? And what hope can be offer of investors seeing a better return in future?

The answer to the first question, says Thompson, is simple: the company has been hit by a sudden collapse in US demand for consumer durables and a round of savage price cutting by Smith Corona's Japanese

and other Far Eastern competitors.

Thompson is a veteran of wars with the Japanese. When he arrived at Smith Corona in 1983 the company was on its knees and looked like following other US typewriter manufacturers into oblivion, faced with an invasion of electronic machines from Asia. But he fought back, slashing costs, introducing new technology and using trade laws to the hilt against the Japanese.

He was so successful that Hanson, which acquired the business in 1986 as part of its takeover of SCM, an industrial conglomerate, reversed its initial plan to sell off the typewriter business. Net income rose from \$15.2m in 1986 to \$42m in 1988 and the company says it now commands some 55 per cent of the North American market for portable and compact electronic typewriters and personal word processors.

Thompson says that in the first half of last year US demand for the company's products was up by 30 per cent on 1988, and, in order to build inventory, Smith Corona was producing 50 per cent greater volume.

Then, without any warning, the sales climate suddenly deteriorated, just after the late July share issue. "We had no control over it and no way of anticipating it," he says. "We were running 30 per cent ahead to the day of the flotation."

On his account, first intelligence of the softer sales position arrived in early August, at which point the company promptly announced that it would be cutting its workforce by 10 per cent, or 450 people. It was this news that first hit its share price and set in train the barrage of suits against it.

Rival companies and purchasers of Smith products are reluctant to spell out their views of precisely when the market began to sour, mainly because of fear of entanglement in the legal battle.

But the buyer for one of the country's leading retail chains points out that sales could have been softening for months without the company necessarily knowing; it might have been following store purchase figures, and the retailers may have been over-optimistic.

Annual results

Year	Sales \$m	Net Income \$m
1986	300.4	15.2
1987	339.0	23.5
1988	394.0	38.8
1989	400.0	42.0

Quarterly results

Quarter	Sales \$m	Net Income \$m
Sep	132.0	12.1
Dec	126.0	13.9
Mar	121.8	12.4
Jun	112.3	-3.0*
Sep '90	152.0	16.3
Dec	126.0	12.0
Mar	110.6	6.1

"You have to remember that this was the run-up to one of the year's two key selling times — the 'back to school' period." (The other is Christmas.)

Certainly, in profit terms, Smith Corona still had a very good first quarter, from July to the end of September, when net sales were up 15.3 per cent and pro-forma net income rose 20 per cent to \$16.3m.

But since then there has been a steep slide, with second quarter net income of \$12m, down 14 per cent on year before, and a third quarter drop of 51 per cent to \$1.6m.

Meanwhile, claims Thompson, Japanese and other Asian rivals have been cutting prices in what he claims looks like concerted "dumping" in the US. "It's not happening elsewhere in the world. It gives you pause to wonder what their strategy is." Investors in Japanese companies, he claims, are prepared to put up with much lower levels of profitability than investors in American ones.

This is a fairly familiar litany of any type of abuse advanced by many Western companies when they find their markets under threat. But does it stand up?

Japanese rivals naturally take issue with the "dumping" charge. "It's a lot of nonsense," explodes one manufacturer.

Patrick Gilmore, executive vice-president of Brother's US operations, says: "I would

question how at the same time Smith Corona can Huff and puff about how it dominates the market and claim Japanese competition is hurting it. How can both be true?"

One very large independent typewriter retailer suggests that the downward price spiral was in fact set off by imports from South Korea, marketed by an American company, and that this provoked a price war in a market where supply was greatly out-running demand.

Whatever the truth, Smith Corona says it is determined to retain market share and will therefore match rivals' prices, even though this has sharply reduced its profit margins.

Its emergency action includes two inventory write-downs (in both the second and fourth quarters), a cut-back on expenses and overheads, and putting its plants on a four-day week. The expected fourth quarter loss, says the company, stems from provisions in these areas.

But analysts question whether, in the current climate, it is making much money at the operating level and say the dividend cut indicates there will be no early profits recovery.

Smith Corona is hoping that strong growth in Europe, where it has set up a distribution agreement with Philips, will compensate to some extent. It is aiming to boost international sales to 25 per cent of the total, compared with some 17 per cent when it went public and zero three years ago.

Despite the problems, the balance sheet at the end of the third quarter was in better shape than at the time of the flotation, when the company took on some \$85m in debt to pay Hanson a dividend and other payments which took Hanson's total Smith Corona proceeds from \$231m (from the equity offering) to some \$386m.

Thompson reckons that by the end of the fourth quarter, debt will be roughly \$70m, giving a debt equity ratio of 1.1 against 2.1 at the flotation.

However, he admits that the company is now going to be able to reduce the debt burden as quickly as it planned.

Capital expenditure will show a drop this year from

the very high levels in 1988 but the company insists it will be maintaining its level of research and development, relative to sales.

Certainly, its ability to compete over the long term will depend on a strong line of new products coming through. Smith Corona has a good brand name and a reputation for innovation, with features such as an electronic dictionary, a thesaurus and punctuation checks.

Its 1991 range, unveiled last month, is described by analysts as "modestly evolutionary" and features a compact, portable, very low priced word-processor, the PWP 1000, costing only \$499.95.

But many analysts also question whether there is any real future for the typewriter, which many believe will be replaced by the word-processor or computer as these become

cheaper and more portable.

You can almost forget about typewriters over the longer-term," says one leading US stores buyer. Smith Corona argues that it is wrong to see the market as an "either/or" battle between technologies. It is, rather, a continuum from the cheapest typewriter through to the more complicated word-processor, and the company, with its niche in the student and home office markets, can respond flexibly to changing customer demand. "It's not a horse and buggy; it's an evolving product," says Thompson.

That is putting it mildly. At the very least, many on Wall Street are asking whether Smith Corona should improve its market antennae, and management systems, if the downturn took it by surprise. And as for Hanson, it is likely to get a very frosty reception if it tries another flotation in the US.

processing products. The answer will depend in part on just how innovative and how price-competitive companies like Smith Corona will continue to be.

Its record to date is good, despite the claim sometimes made that Hanson takes too short term a view of its subsidiaries. "Hanson does not bleed companies," says Thompson. "It has stringent returns to ensure capital expenditure is justified, but that is good business. I have had Hanson tell me a number of times, is that enough [money]?"

Smith Corona has just appointed a former senior Hanson executive in the US, 43-year-old William Henderson, to the new post of chief operating officer. The move, which Smith Corona says has long been planned, and is not a response to current problems, will leave Thompson free to concentrate on strategy.

Some analysts see this as a hopeful sign, indicating that Hanson is still keenly interested in the future of the company — as well it might be, with a 48 per cent stake.

Thompson is keen to point out that he and other senior executives have suffered from the collapse of the share price. A performance plan put in place when Hanson first acquired the business offered them additional lump sums or shares, depending on the company's growth in profits or value up to September 1990.

The flotation triggered this deal a year early, and the executives shared \$42m. But half of this was in shares — and they paid income tax on the equity at the offer price of \$21, though the paper is now worth far less. If the company had not floated, they would have received all cash this autumn — although by then the decline in profits would, presumably, have made the business worth substantially less than in July 1990.

"Neither Hanson nor we knew it was the top of the market. We looked for continued growth," Thompson insists. "There's nothing for us to hang our heads about." Still, he does acknowledge that the timing of the flotation might have been "unfortunate."

That is putting it mildly. At the very least, many on Wall Street are asking whether Smith Corona should improve its market antennae, and management systems, if the downturn took it by surprise. And as for Hanson, it is likely to get a very frosty reception if it tries another flotation in the US.

Management abstracts

Becoming PALS: pooling, allying and linking across companies. R M Kanter in *Academy of Management Executive* (US), Aug 89 (11 pages)

Identifies a change of attitude in (American) companies from wanting everything under their own control to being willing to share and co-operate with others in several types of "partnership" — by pooling resources (eg via an industry-wide research association), by joint ventures or by developing "coalitions" or alliances with suppliers, customers or unions; examines the new types of corporate system and personal relationships that arise and analyses the resulting vulnerabilities, eg uneven levels of commitment and conflicting loyalties.

A mandate for green reporting. R Denyer in *Accountancy* (UK), Oct 89 (3 pages)

Laments the fact that little attention has been paid to social accounting and reporting since the Boothman Committee's "A Corporate Report" in 1975. Given current increasing interest in green issues, calls for fresh debate, discussion and development on the subject.

GPE's service arm, *J Thackeray in Across the Board* (US), Sept 89 (5 pages)

Describes the operations of General Electric's Answer Center in Louisville, Kentucky, which handles on a 24 hours a day, 365 days a year basis, an free telephone calls a year from customers, potential customers and dealers. Shows how the answering of complaints and requests for information has developed into a sophisticated marketing tool; and a factor of competitive advantage by enhancing brand and customer loyalty. Touches upon staff recruitment and training, supervision and performance measurement, and the dangers of stress to the operating staff.

Shutting it down: a test for management. A C LaFause in *Business Horizons* (US), Jul Aug 89 (5 pages)

Offers guidelines for managers on the planning and implementation issues involved in shutting down a plant or business facility, and in identifying assets.

These abstracts are condensed from the abstracting journal published by Academic Publishers. Full articles can be obtained from the Institute of Chartered Accountants in England and Wales, 25 St James's Place, London SW1A 1AJ, or £1 each + VAT (including p & p); or £10 for 10 or more. Tel: 01 580 2261. Fax: 01 580 2262. Telex: 832222. Lutterworth, Leicestershire LE11 9BY, UK.



Lee Thompson: Claims "dumping" by rivals

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FT LAW REPORTS**Carrier pays for calculator theft**

TEXAS INSTRUMENTS LTD AND ANOTHER v EUROPE CARGO LTD AND OTHERS
Queen's Bench Division:
Mr Justice Tudor Evans
June 23 1990

A SELLER of goods who contracts with a carrier for their carriage by road to the buyer in a foreign country, does so as agent for the buyer if property and risk are to pass at time of carriage; and where the goods are stolen in transit, the buyer, though not expressed to be a party to the contract, is entitled to sue the carrier named by the CMR consignment note, in the absence of contrary evidence as to his identity.

Mr Justice Tudor Evans so held when giving judgment for the plaintiffs, Texas Instruments Ltd (TIL) and Texas Instruments Semiconductors Italia SpA (TISIS), against the second defendant, Biss International Transport Ltd, in a damages claim against Europe Cargo Ltd and others. Europe Cargo (formerly Nason (Europe) Ltd) was now insolvent, as was the third defendant, Narradene Ltd. The writ against the fourth defendant, Continental Tir SRL, had been set aside for late service.

HIS LORDSHIP said that the claim was for damages for loss by theft of 3,401 kilogrammes of machine calculators on July 8 1984. The CMR Convention as enacted in the Carriage of Goods by Road Act 1965 applied.

TISIS sold the calculators in Italy to TIL in England. Property and risk in the goods passed to TIL at time of carriage. TISIS hired a carrier, the identity of which was in dispute, to bring the goods to England.

Narradene were carriers. Their controlling director was a Mr de Fries. It was their lorry, driven by a Mr Edwards, which was used to haul the trailer which contained the goods. Biss had leased the trailer from a third party.

Mr Edwards was a highly experienced lorry driver. According to his evidence, he was working for Mr de Fries, who was the haulier doing the work for Biss.

Mr Edwards arrived with the load at Ramsgate. He rang Mr de Fries who instructed him to

take the trailer and leave it in a public car park at Rainham. Mr Edwards told Mr de Fries he did not think it was a good place to leave the trailer but he was instructed to leave it there and to bring the papers to Mr de Fries's house.

According to Mr Edwards one only had to look at the area in which the car park was situated to see it was unsafe. He had been trained not to leave a trailer, especially in a public car park. He had never done so before. He left it in the car park and took the papers to Mr de Fries's house.

He said he again told Mr De Fries he was not happy at leaving the trailer, but he was told not to worry and that another driver would be collecting it. He said he could have taken the trailer to Biss's secure premises at Bishop's Stortford, but that he acted under Mr de Fries's instructions.

The court accepted Mr Edwards's evidence. It found there was a high risk of loss in leaving the trailer in a car park in the east end of London, even assuming it was going to be picked up a few hours later; that the trailer was left unattended and was easy to break into; that Mr Edwards made the risk clear to Mr de Fries who insisted that the trailer be left; and that Mr de Fries appreciated that risk.

The first issue was whether TIL had title to one.

It was the plaintiffs' case that whichever carrier was hired, TISIS acted on behalf of TIL when entering into the contract of carriage. The contract was made through the agency of TISIS. Biss disputed agency and contended that TIL had no title to the goods.

When a seller was required to send goods to the buyer in a foreign country, the goods in transit being at buyer's risk, business efficacy required that when the seller contracted with a carrier for carriage of the goods to the buyer, he did so on the buyer's behalf.

That conclusion was supported by section 32(1) of the Sale of Goods Act 1979 which provided that where the seller was authorised or required to send goods to the buyer, delivery to the carrier was prima facie delivery to the buyer.

Mr Edwards arrived with the load at Ramsgate. He rang Mr de Fries who instructed him to

take the trailer and leave it in a public car park at Rainham. The carrier was carrying the goods on TIL's behalf pursuant to the contract of carriage made by TISIS.

Section 32(2) provided that unless otherwise authorised by the buyer "the seller must make such contract with the carrier on behalf of the buyer as may be reasonable..." It followed that TISIS was obliged to make a contract of carriage on TIL's behalf. When it made the contract of carriage it did so as agent for TIL.

If that conclusion were wrong, TIL had an unanswerable right to sue under article 18 of the CMR Convention, which provided that if loss of goods was established "the consignee shall be entitled to enforce in his own name against the carrier any rights arising from the contract of carriage".

The goods were lost. It followed that TIL had an unqualified right to sue the carrier in its own name under the contract of carriage made by TISIS.

The second issue was which defendant was the first carrier, or alternatively the last or performing carrier, within the CMR Convention?

The plaintiffs asserted that TISIS entered into a contract with Continental as freight forwarder; that Europe Cargo, Continental's UK agent, acted as forwarding sub-agent; and that they employed Biss as first carrier.

Article 18(1) of the CMR Convention provided that "the consignee note shall be prima facie evidence of the making of the contract of carriage, the conditions of the contract and the receipt of the goods by the carrier."

It followed from the language of article 18(1) that it was to be presumed that the CMR consignment note correctly evidenced the contract as to the terms the parties to it, and their role in performance of the contract.

The CMR note provided that Continental was the sender by order of TISIS to TIL in England. It identified Biss as the carrier.

If the evidence were confined to the CMR note the presumption that Continental was the sender and that Biss was the first carrier would be overwhelming.

In *Elektronika v Transped* [1989] 1 Lloyd's Rep 49 Mr Justice Hobhouse pointed out that although providing highly relevant

evidence, the CMR note was not conclusive.

In the circumstances of that particular case it was held that the evidence of the CMR note was low because "it came into existence after the contract had been made, and became the relevant boxes had been filled in by the driver who could not have appreciated the legal and factual position. Mr Justice Hobhouse was not intending to hold that the fact that the CMR note post-dated the contract always inevitably detracted from its weight, as Mr Fenton argued.

Looking at the whole of the evidence in the present case, the conclusion was that Biss was the first carrier.

If it was not the first carrier, there was ample evidence that it was the last or performing carrier within articles 34 and 36 of the Convention.

Article 34 provided that if carriage governed by a single contract was performed by successive road carriers, each was responsible for performance of the whole operation, "the second and each succeeding carrier becoming a party to the contract of carriage... by reason of his acceptance of the goods and the consignment note".

Biss accepted the goods and the consignment note. The evidence showed that carriage was at least a joint effort by Biss, making it the last or performing carrier.

The third issue was whether quantum of loss was limited under Article 23 of the Convention, which provided that compensation should not exceed a certain value.

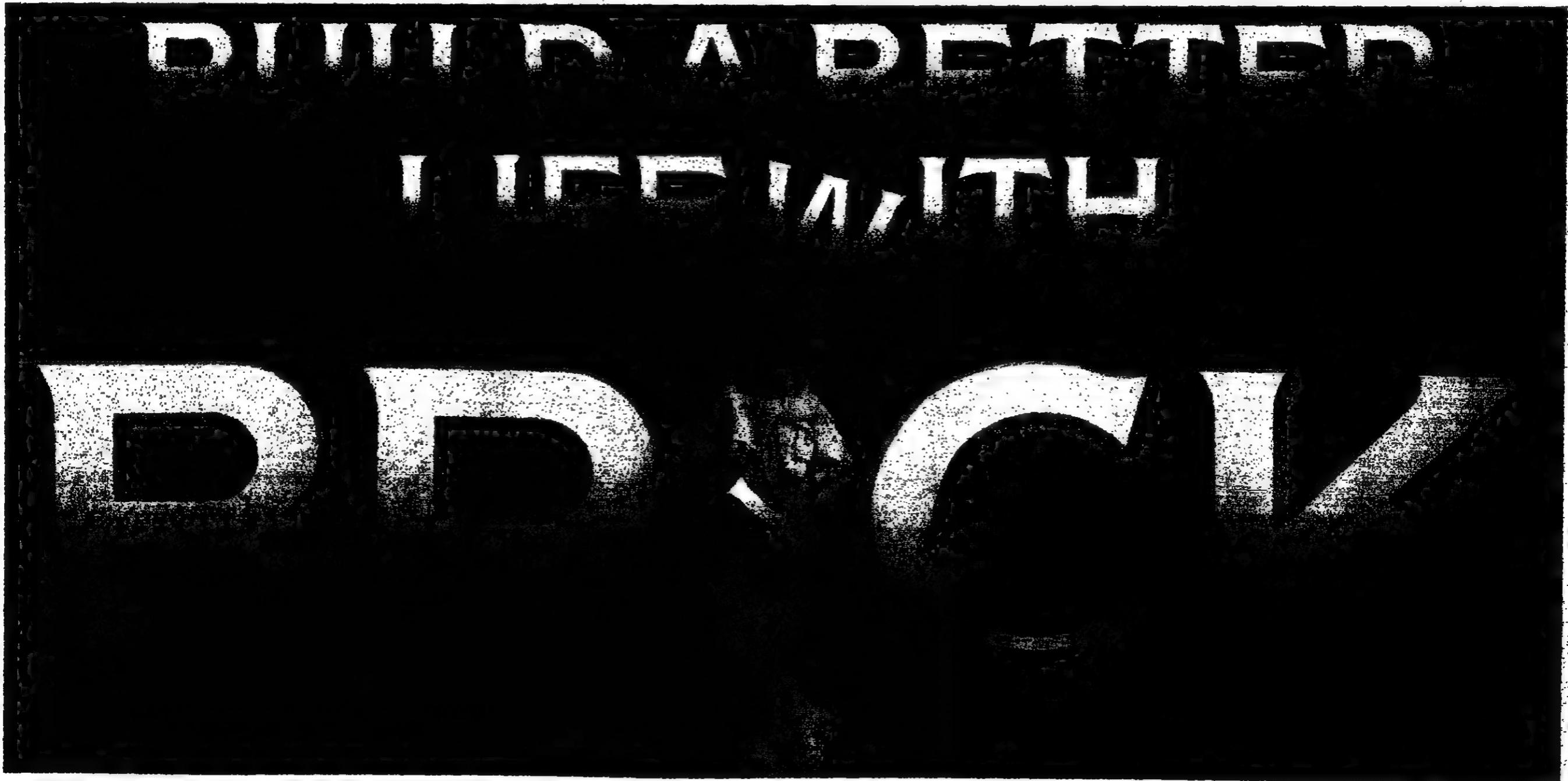
Article 18(1) provided that the carrier could not avail himself of the limitation provisions "if the damage was caused by his wilful misconduct".

Mr de Fries knew there was a high risk of loss. Insisting that the trailer be left while appreciating that it was risky and wrong, was wilful misconduct. Compensation was not limited.

Judgment for the plaintiff against Biss.

For the plaintiffs: Charles McDonald (William A Merrick & Co).
For Biss: Adam Fenton (Herbert Smith).

Rachel Davies
Barrister



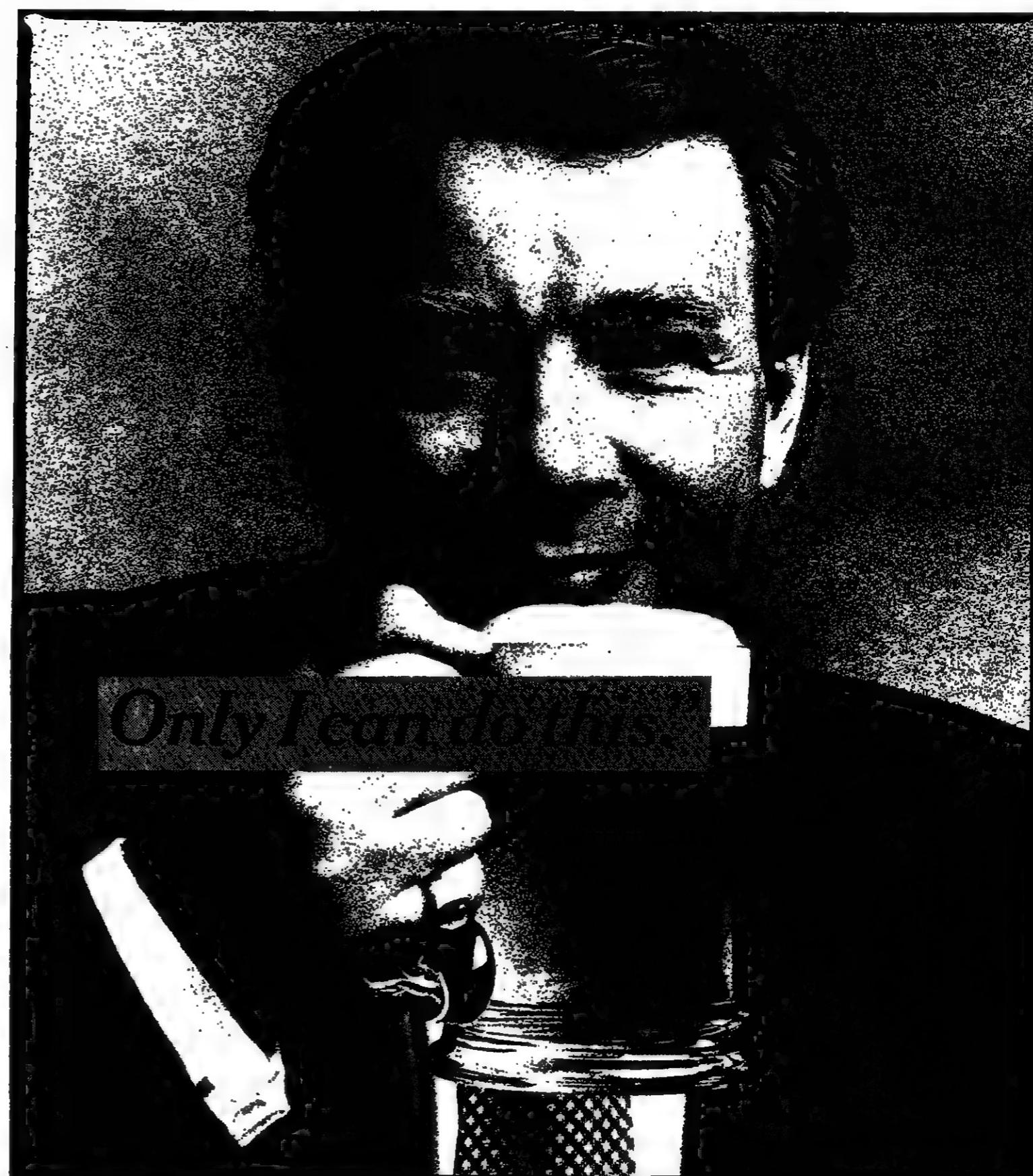
AREA	BUILDING	NATIONAL WINNER		REGIONAL WINNERS	BUILDING	AREA	BUILDING	BRICKWORK SUPERVISOR
		REBICK WORK SUPERVISOR	REBICK WORK SUPERVISOR					
North East	Crown & County Courts, Warwick	J McGivern	J McDonald	North East	Notz/Lines	Civic Centre, Guadalupe	SW Mer	R Visiting
Scotland		A McDonald	I King	Scotland	Highgate Court, Coventry	Residential Dev, Oxford	R Clark	A Robinson
North West	Murray Int'l HQ, Edinburgh	B Bradford	D Hunt	North West	Burgess Foodstore, Grimsby	Offices, Walnut House, Exeter	L E Davis	A Selsby
Midlands	Asda Superstore, Stockton on Tees			Midlands	Homes Circular	Fleming Dev, London	R Friend	J Johnson
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THE PROPERTY MARKET

Finance without running the full risk

By Michael Brett

Perhaps it is a reflection of the extreme nervousness of the commercial property market, but methods of property finance that have very little to do with property are surging. Take three examples:

• A retailing group sells properties it owns to an investor or to a financing vehicle and takes a leaseback so that it continues to occupy the premises. So far this is a conventional leaseback. But instead of simply agreeing to pay market rents, reviewed every five years, the vendor/tenant agrees in advance to put a floor under the rate of rent increase. At the first rent review after five years, the rent is reset either at the market rate or at a level that represents, say, a 7 per cent a year compound rate of increase over the previous five years, whichever is the higher.

• An entrepreneur seeks bank finance to cover 80 per cent of the cost of a £20m development. The lead bank insists on "ground up" insurance from a leading insurance company or group of insurers to protect the lenders from loss on the whole of the £20m loan (the devel-

oper pays the premium). The lenders no longer need to be experts in assessing property risk: they are effectively lending on the covenant of an internationally-known insurance company rather than on a property project.

• A property owner – possibly a property company but more probably an industrial or commercial company that wants to raise finance on (or possibly off) balance sheet on the strength of the property it owns – does a deal with the leasing subsidiary of a major bank. The property-owning company sells a 25-year headlease of the property to the bank at market value, and the bank in effect grants it a 25-year underlease at a market rent. The vendor of the building thus continues to occupy it, with a conventional sale and leaseback. But the tenant's payment rises every five years by a pre-set amount (say, 5 per cent a year compound of 2.5 per cent over the five years). The rent is not readjusted to market levels during the 25 years.

At the end of the 25 years the vendor/tenant effectively has the option to buy back, at the same

price as he or she originally received, the interest in the building sold to the bank. He or she has thus had the benefit of knowing in advance what the rent outgoings (effectively interest outgoings) will be, and any increase in the capital value of the building is retained.

The bank has been able to determine the "rent" it charges by reference to its own cost of funds.

The point about all three arrangements is that, in different ways, they are distancing the financing arrangement from the full risks of the property market. In the first case, the sale and leaseback with in-built minimum rent increases, the vendor/tenant knows the minimum but not the maximum cost of his funds for at least the first five years. The financier knows the minimum return that will be received over this period, however badly the property market might perform.

With the second arrangement, the lenders are at risk only if the insurance company goes belly-up. If the property development itself goes wrong, the insurer takes the hit.

In the final case, it is almost incidental that a property rather than some other form of asset is being financed. The techniques are those that evolved in the equipment-leasing market.

Surprisingly, these non-property aspects of recent financing deals have attracted little comment. Yet there have been examples involving big quoted companies. The food retailer Asda sold 250m of super-

market and other properties to a special-purpose joint-venture company it set up with Arlington Securities. Sumitomo Bank arranged £250m of 10-year senior debt for the joint company. Asda itself took back a lease of the supermarkets, but agreed minimum uplifts of 4.5 per cent a year compound for the first 10 years and 2.5 per cent a year thereafter. On recent performance, the market rents would have grown considerably faster than this, but the failure guarantee is some comfort for lenders in an uncertain property market.

More recently, the property company British Land bought and leased back 31 Gateway supermarkets and some other properties from the buy-out vehicle Biscuits, with a review formula that guaranteed at least 7 per cent a year compound growth in rents over the first five years.

A recent off-balance-sheet financing of £650m by Dixons Commercial Properties demonstrates the insurance theme. Some 50 per cent of the cost of the property was raised by a special-purpose vehicle in the form of a four-year syndicated loan, which was insured. The insurance company covenant was thought to have resulted in an interest margin comfortably less than 100 basis points over Libor.

Property deals involving finance lease techniques have not been widely publicised. But Lloyds Leasing puts its average size of deal at about £50m. One early example is the 1.4m sq ft Meadowhall shopping centre in Sheffield, due to open later this year. The £160m financing included lease techniques set up by Lloyds, with other leasing groups sharing the commitment.

The dividing line between property finance and general corporate finance has never been clear-cut. But the distinctions will become still more blurred as financial engineering techniques developed for other commercial transactions are applied to the property field.

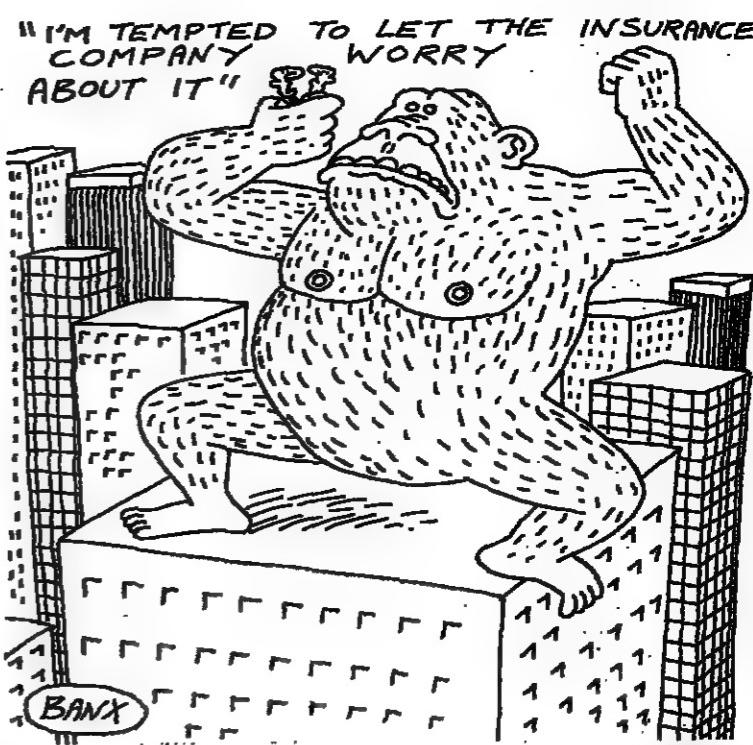
The more innovative techniques may originate with property-owning industrial and commercial companies, rather than with property companies as such, for two reasons:

• Increasingly, retailers and other trading companies like to get their properties and associated borrowings off balance sheet so as to dispel the impression that the trading operation itself is over-gearred. As we have seen, this can be structured via a joint-venture company, with the vendor retaining an interest in the property. In giving guarantees of minimum rent increases to the joint company debt, the vendor may be coming closest to giving a corporate guarantee of the interest on the joint company debt.

• It is the main industrial and commercial companies, rather than small or medium-sized property companies, which can provide the strength of covenant necessary for some of today's techniques. A guarantee of minimum rates of rent

stages, but only if the income looks like rising reasonably rapidly to eliminate the deficit. In these circumstances, guarantees of minimum rent increases can ease the cash flow calculations and are quite frequently used.

The danger is that in some conditions the underpinning of rent increases with corporate guarantees could result in over-rented buildings. These are unlikely to be popular with investors or, in the long run, with lenders.



Total Returns (%)		
Year to May '90	Quarter to May '90	Month of May '90
Retail	-0.9	-0.6
Office	-0.8	-0.7
Industrial	16.6	-0.2
All property	6.5	-0.6

Source: Investment Property Data Sheet

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ARTS



July 6-12

EXHIBITIONS

London

The Royal Academy. The 22nd Summer Exhibition – the oldest established and largest open submission exhibition in the world. Too often underrated for its quality, it covers the broader centre ground of professional British Art. Until August 18; sponsored by the Deloitte Kanga Group.

The Tate Gallery. On Classic Ground – a large exhibition devoted to French, Italian and Spanish art of the first four decades of the century. It includes work by Matisses, Picasso, Braque and other established masters of the period but also much that is fresh and unfamiliar by the less well known, no less deserving. Until September 2; sponsored by Reed International.

The Tate Gallery. The entire permanent collection has been rehanging in a chronological sequence. The Royal Academy, Modern Masters from the Gollancz Collection – a self-explanatory exhibition of masterpieces of the 20th century from Bonnard and earliest Picasso to Picasso the old man, by way of all the great names of the School of Paris.

Matisse, Modigliani and the rest. Until July 15; sponsored by Guinness.

Paris

Carte musées et monuments sold in ticketed areas and metro stations; sensible visitors to avoid queues at 60 museums and monuments, including the Louvre, Musée d'Orsay and Versailles.

Galerie Schmitt. French masters of the 19th and 20th century. For the 25th anniversary of his yearly exhibitions Robert Schmitt has mounted an impressive collection of paintings. There are works by Pissarro, Degas, Delacroix, Cézanne, Gauguin, Manet, Monet, Renoir and Picasso. 386 Rue Saint-Honoré, closed Sundays and lunchtime, ends July 18 (4268888).

Centre Georges Pompidou. Andy Warhol. Some 300 works trace the career of the multi-faceted artist who, born of Czechoslovak immigrant parents in Pittsburgh in 1928, became one of the main representatives of American Pop Art and part of the Underground Art movement. Beaumarchais. Closed. Tues, ends Sept 10 (4277123).

Grand Palais. Joseph Wright of Derby. Some 80 paintings and 30 drawings sum up the career of the 18th century portraitist who introduced the chiaroscuro technique into English art. Closed. The Wed, ends closing, ends July 23 (4268410).

Galerie d'Art Saint-Simier. A Flemish Master, Joseph Wright of Derby. Some 80 paintings and 30 drawings sum up the career of the 18th century portraitist who introduced the chiaroscuro technique into English art. Closed. The Wed, ends July 23 (4268410).

Madrid

Museo del Prado. Sanchez Coello (1631-1688). Some 50 paintings by this Spanish artist born in Valencia, predecessor of Velázquez. Mostly portraits painted in the court of Philip II as well as some religious works. Ends July 20.

Palacio de Velázquez. Roman Bronze Objects in Spain. Over 500 objects from different Spanish museums. Bronzes were not only used in art by the Romans, but, as this exhibition reveals, for a great number of purposes. The objects on show are the most varied, from the ornate official statuary, sculptures, toys, mining tools, medical instruments, toilet articles, a hydraulic pump. Closed. Mondays.

Fundación Caja de Pensiones. Georg Baselitz. Exhibition of this German artist's 1987's production, including paintings, sculptures, prints, panels and drawings. Baselitz's work may be classified as expressionist but is above all strikingly original. Ends July 15.

Paris

Fondation Pierre Gianadda. Modigliani. Some 50 oils, as many drawings and some sculptures by this famous representative of the Italian-born artist living at the beginning of the century in the feverish atmosphere of Montparnasse and Montmartre. Open all days. End Oct 22 (5872207).

Munich

Museo del Prado. La Poétique des Peintres Baroques à l'Aube du XIX^e Siècle. Closed Monday.

Museums der Waterloo commémorent le 175e anniversaire de la Bataille de Waterloo. Daily ends July 31.

Fondation pour l'Architecture, 65 rue de l'Ermitage. Brussels, City of Architecture 1880-1988. Closed Monday.

Hotel Communale de Scheutwezel. Peintres de la Lys: Belgian Expressionist painters. Closed Sunday. Ends July 31.

Antwerp

Rathaus-Museum und Belgian. Belgian sculpture (1860-1930) closed Monday. Ends July 26. Henshoven, 63 Falconer.

Florence

Galleria Nazionale d'Arte Moderna. Fabrizio Clerici retrospective: in a labyrinth designed by the artist himself and built in the gallery's workshops have a series of exquisite drawings and paintings, which move from a group of baroque drawings of Naples, inspired by a childhood visit, to more abstract, lyrical works in soft shades which manage to be simultaneously restful and stimulating. There are also references to Signorelli's apocalyptic frescoes at Orvieto, and the 19th century romantic Bozzelli. Ends Sept 16.

Washington

Palazzo Vecchio. The age of Masaccio: tying in with the reopening of the Brancacci Chapel in the Church of the Carmine after a six-year restoration on the eve of the festival by Masaccio and Masolino, are 108 works by painters and sculptors who worked in Florence in the golden years between 1461 (the date of Masaccio's birth) and 1460. Includes are frescoes, sculptures and drawings by Paolo Uccello, Beato Angelico, Gentile da Fabriano, Piero della Francesca, Ghirlandaio and Filippino Lippi, and four paintings by Masaccio himself. Ends Sept 30.

Naples

Castel Sant'Elmo. In the Shadow of Vesuvius. Naples through the eyes of European artists between 1400 and 1800: fascinating collection of over 300 oils, watercolours, prints and drawings of a city which has proved irresistible to many artists over the last five centuries. Opening with the 15th century Tavola Strozzi (painted by the pupil of Beato Angelico), the city is seen from the sea bathed in improbable deep pinks and oranges; the exhibition includes works by a British painter, Caspar van Wittel and the beginnings of the 17th landscape tradition, works by Hubert Robert, Wright of Derby, Jacob Philip Hacke, Turner and Corot. Ends August 12.

Venice

Palazzo Ducale. Titian. This exhibition organised jointly by the Venice local council, the Arts Ministry and the National Gallery in Washington marking the 500th anniversary of the painter's birth is the largest for over 50 years. Over 70 paintings and on loan from 150 collections around the world. Closed on alternate Wednesdays.

Rome

Riccaro Museum. Landscape Ukiyo. Woodblock prints by Hokusai and Hiroshige, who established a new tradition in Japanese landscape painting in the early 19th century, and by other artists who have pursued the same genre into the present day.

Milan

Museo del Novecento. Giorgio Morandi retrospective. Over 200 works lent by Italian and foreign museums celebrating the centenary of the painter's birth. Limiting himself almost entirely to still-lifes and landscapes inspired by the countryside around his native Bologna, Morandi has been described as the painter of silence. Ends Sept 2.

Bologna

Galleria d'Arte Moderna. Giorgio Morandi retrospective. Over 200 works lent by Italian and foreign museums celebrating the centenary of the painter's birth. Limiting himself almost entirely to still-lifes and landscapes inspired by the countryside around his native Bologna, Morandi has been described as the painter of silence. Ends Sept 2.

Munich

Städtische Kunstsammlung. Molière. 2. Emilie Bernard, a painter always in the shadow of Van Gogh and Gauguin is honoured with a retrospective of 170 early paintings. Ends August 3.

Berlin

Villa Hugel 15. St Petersburg around 1800. This is the third exhibition to be mounted by the

Ruhr Cultural Foundation, set up in 1984 by Berthold Beitz, head of the Alfred Krupp foundation. With 550 pieces on loan from Lenningrad's state Hermitage Museum, the exhibition details the development of Russia from a great empire to a European power. St Petersburg was the residence of Peter the Great and acted as an intermediary between east and west. The exhibition covers the period from the 17th to the 19th century, from Paul I (1754-1801) and Alexander I (1801-1825) in its role as the political, intellectual and economic centre of Russia.

Paris

Petit Palais. James Ensor 1850-1949. A retrospective of 100 paintings, 120 drawings and etchings brings to mind Ensor's provocative and iconoclastic style. Some 200 works trace the career of the multi-faceted artist who, born of Czechoslovak immigrant parents in Pittsburgh in 1928, became one of the main representatives of the American Pop Art and part of the Underground Art movement. Closed. Tues, ends July 23 (4268410).

London

Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has four or five marvellous songs and Elaine Page failing to make it into the title role. Leon Gold's takeover on July 21, Jerry Zaks' deeply stately bright production comes from the Lincoln Center in New York and is understanding fare (734 8856, cc 836 2428).

Edinburgh

Jeffrey Smart is Upwell (Apollo). Tom Conti is a slightly jaded John Upwell who embodies a Falstaffian, say-saying life force while committing public suicide by vodka. Keith Waterhouse has stitched a fine play, the season's highlight from Bernard's own writing, Ned Sherrin directs (426 2683).

Madrid

Palacio del Prado. Sanchez Coello (1631-1688). Some 50 paintings by this Spanish artist born in Valencia, predecessor of Velázquez. Mostly portraits painted in the court of Philip II as well as some religious works. Ends July 20.

Paris

Shadowsound (Queen's). Four-disk audio tape about the love affair between crusty Oxford writer C.S. Lewis and his cancer-ridden American poet Joy Davidman, which pushes both Nigel Hawthorne and Jane Lapotaire into realms of tenderness and will. Williams' direction is superb (734 1165/339 342).

London

The Wild Duck (Phoenix). Peter Hall's revival of Ibsen's tragic-comedy champions the great Norwegian's humorous potential. Alex Jennings, David Threlfall and Nicholas McAuliffe lead the cast (071 240 9561).

New York

Cat on a Hot Tin Roof (Burgess). Kathleen Turner, whose statuesque good looks embody Tennessee Williams' vibrant character Maggie, is surrounded by an excellent supporting cast in Howard Davies' production, trapeze of Wright (Cont.). The Spode House production of the Steinbeck epic novel has taken a long time to reach New York from Chicago; the wait was worth it, with the 1930s brought alive in its squall as well as its test of human strength. Gary Sinise as Tom Joad stands out in Frank Galati's adaptation. Held Cloakdale (Plymouth).

London

Winkler, Mutter der Mäuse (Swing). John Breckell outstanding in the title role, and Alan Titus, Claus H. Ahrens and Sabine Hass in other parts.

Frankfurt

Opera. The successful Klavi brothers' opera debut last year has brought them back with a new Macbeth production. The cast is led by Rosalind Plowright, Jennifer Fraser, Renée Rapier, Simon Cole, conducted by Gary Bertini.

Stuttgart

Opera. Der Fliegende Holländer features Toni Kraemer, Helmuth Rilling and Gunther Gräfe in a new production of the Steinbeck epic novel (734 20 00).

Milan

Opera. This year's Munich Opera festival until July 31 starts with the premiere of Carl Orff's *Triumph*, produced by Hans Neubauer. The main parts are sung by Julie Mauhill, Eike Wilm-Schulte, Ulrich Ross, Michaela Schmitt and Georgina von Benda. Salomé, in August Everding's production, stars Helga Dernesch, Josephine Barstow, Bendt Weikl and Hermann

London

Royal Opera, Covent Garden: *Arabella*, one of the company's more eislerian productions, is revived for Kirk Te Kuwana as heroine and Jeffrey Tate as conductor. The cast also includes Marie McLaughlin, Peter Weber and Anne Howells. The first production in London for more than a century of Rossini's *Guzzlows* *Turul* is a mixed success but still well-received, conducted by John Eliot, produced by Michel Plasson, and has Gregory Yurishich, Chris Merritt, Leila Cuberi and Robert Lloyd in leading roles. More performances of the company's much-revived *La Bohème* production by John Copley; Antonio Pappano conducts, and principals include Ilona Tokoly, Dennis O'Neill and William Shimell. English National Opera, Coliseum: no performances until August.

Verona

The Arena: 6th festival opens with a new production of *Aida* by Vittorio Rossi, with Maria Chiara, Nicola Martiniucci and Florence Cossotto. Also opening this week (*Prélude*) is Carmen, with Giacomo Sustini, the Juilliard and Giuseppe Giacchino, Giorgio Zancanaro and Alida Ferriari (2310181).

Venice

Teatro alla Scala, *Brindisi*. Bruno Poli and Leoncavallo's *Pagliacci*, with the young Italian soprano Fiamma Izzo d'Amico, conducted by Reynald Giovannetti (461735).

Vienna

The Arena: 6th festival opens with a new production of *Aida* by Vittorio Rossi, with Maria Chiara, Nicola Martiniucci and Florence Cossotto. Also opening this week (*Prélude*) is Carmen, with Giacomo Sustini, the Juilliard and Giuseppe Giacchino, Giorgio Zancanaro and Alida Ferriari (2310181).

Turin

Teatro Regio, *Giuliano*. Cecilia Bartoli's production of *Aida* conducted by Maurizio Arena, with Bruno Bazzoloni, Veriano Lucchesi and Giorgio Zancanaro (2310241).

COMPANY NOTICES

WESTERN DEEP LEVELS LIMITED
(Incorporated in the Republic of South Africa)
(Registration No. 57/02349/05)

Listing of 225 942 S ordinary shares of R2 each, withdrawn from listing of 7 703 493 12 per cent unsecured debentures 1986—1993 and all share options.

The Johannesburg Stock Exchange has granted a listing for 225 942 S ordinary shares of R2 each in the capital of the company with effect from July 2 1990, which shares were also listed on The Stock.

These 5 ordinary shares of R2 each except that they carry an additional preferential right to a payment of one cent per share in the event of the company being wound up, arise from the exercise of options to subscribe for 5 ordinary shares at R60 per share.

Details of the company's capital in shares of R2 each are:

R	
27 194 115	ordinary shares
805 883	S ordinary shares
56 000 000	
R	
27 194 115	ordinary shares
510 461	S ordinary shares
55 409 152	

In addition, The Johannesburg Stock Exchange and The Stock Exchange in London have withdrawn the listings of 7 703 493 of the 12 per cent unsecured debentures 1986—1993 which were tendered in payment for S ordinary shares in exercise of the options and of all the share options. The remaining 7 420 807 12 per cent unsecured debentures 1986—1993 will continue to be listed on both stock exchanges.

Johannesburg

July 6 1990

CHARTER CONSOLIDATED P.L.C.
NOTICE TO HOLDERS OF SHARE WARRANTS TO PURCHASE

Notice is hereby given that the annual report and accounts of Charter Consolidated P.L.C. together with the auditor's report thereon for the year to 31st March 1990 will be obtained from Barclays Registrars Limited, 6 Grosvenor Place, London SW1W 1PF.

Subject to acceptance of shareholders of the annual general meeting on 30th July 1990, it will be possible, or after 1st August 1990 if necessary, to present a copy of the 1990 annual report and accounts to shareholders between 10 a.m. and 3 p.m. at the Stock Exchange Services Department of 120 Bishopsgate, EC2M 4AS, London, or at L'Europe, 24 Avenue des Champs, 75008 Paris, or at L'Europlace, 21 Avenue de la Grande Armée, 75019 Paris. Listing forms may be obtained on application.

40 Bishopsgate, London EC2M 4AS
L'Europe, 24 Avenue des Champs, 75008 Paris
Stock Exchange Services Department, 120 Bishopsgate, EC2M 4AS, London, or at L'Europlace, 21 Avenue de la Grande Armée, 75019 Paris.

28 July 1990

NOTICE TO THE HOLDERS OF EUROPEAN DEPOSITORY RECEIPTS (EDRS) IN PIONEER ELECTRONIC CORPORATION

We are pleased to announce that copies of the Pioneer Electronic Corporation Annual Report 1990 for the year ended 31st March 1990, are now available to EDERS Holders from The Bank of Tokyo, Ltd., 10th Floor, 1-1-1 Otemachi, Chiyoda-ku, Tokyo 100, Japan, and the American Bank of Tokyo, 1000 Avenue of the Americas, New York, NY 10020, USA, or at L'Europe, 24 Avenue des Champs, 75008 Paris, or at L'Europlace, 21 Avenue de la Grande Armée, 75019 Paris.

28 July 1990

LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE
IN THE MATTER OF CLARENCE CLAY INDUSTRIES LIMITED

—AND—

IN THE MATTER OF THE COMPANIES ACT 1986

NOTICE IS HEREBY GIVEN that a petition was on the 21st day of June 1990 presented to Her Majesty's Court of Justice for an order for the winding up of the Company's Premium Account of the above-named Company, which is to be made by the court between 10 a.m. and

Schubertiade 1990

MOHENMOS, AUSTRIA

Since they invented artistic politics, one should not be too surprised that the Austrians play them extremely well. But it is sad that an impenetrable air of intrigue should hang over the future of what is one of the few really serious music festivals left in Europe - the Schubertiade Hohenems. It is uncertain even whether concerts will ever again be given in the Rittersaal in the palace of the little town where the festival was founded 14 years ago.

This year the palace was shrouded in scaffolding. The owner has done a deal with the Vorarlberg Land authorities, who have paid for the building's restoration; in return, the Land will have first call on its facilities for the next ten years. It should be noted that neither the Land nor central government have shown more than cursory interest in the Schubertiade; public subsidy has never amounted to more than 5 per cent of the budget, so much so that the management has decided to forego subsidy altogether and fend for itself - and this is a festival that attracts many rather rich visitors year after year and has put the name of Hohenems and the Vorarlberg decisively on the cultural map of Europe.

Be that as it may, next year the palace will be taken over for a textile exhibition and all the Schubertiade concerts will take place in nearby Feldkirch. As about 1992, for which artists must have already been booked, and the answer is a shrug of the shoulders and "who knows?", but the appearance in the shops of "Schubertiade Feldkirch" postcards alongside the more familiar "Hohenems" ones gives rise to dark thoughts.

Does it matter? Yes, to the extent that the smaller the auditorium (Hohenems Ritteraal 300; Feldkirch Conservatory 600; Feldkirch Montfort House 900) the better the audience. Serious music-lovers from Europe and beyond sit as quiet as mice at Hohenems listening intently to music-making of the highest quality from artists who must go there for a fraction of their normal fee in order to perform for them. By contrast at the Montfort Hall a large audience coughed and

spluttered through *Die schöne Müllerin* (if Peter Schreier and András Schiff can concentrate for an hour, why the hell can't the punters?) and even interrupted the cycle with applause. Of course a mixed economy is the answer: all three halls must be used. But without the Rittersaal, Hohenems is dire danger of becoming just another festival.

As usual, this year's programme combined instruction with pleasure: Schubert's great masterpieces heard alongside less familiar works (and alongside rather too much Beethoven) cycle of And as usual Schubert's prodigious, modernist inventiveness, reaching out far ahead of his time, seemed even more incomprehensible. I have long thought that no other 19th-century German composer needed have bothered - Schubert had said it all - but there were moments here when his genius stretched out even further: afeld parts of the D884 piano sonata's finale are plainly by Chausier, and the andante of the D664 sonata should be entitled "Eat your heart out Rakhaminov," certainly as played respectively by Imogen Cooper and András Schiff in two memorable recitals.

To hear Schiff playing Schubert is, as we all know, to stand at the threshold of paradise, but why is Cooper so intensely musical, technically brilliant and witty a pianist, not just as world-famous? Presumably because she declines to be photographed for record sleeves draped across her Biedermeier in a bikini. With luck her forthcoming debut with the Berlin Philharmonic will change all that.

Schiff accompanied both Schreier's *Müllerin* - the most intimate, hushed, inward performance I have ever heard, with the tenor in beautifully liquid voice - and Robert Holl's *Winterreise*. Holl, standing of course for the indisposed Olaf Bar, is a bit of a problem. His huge bass voice is a phenomenon, often reminiscent of his mentor Hans Hotter, and the way he can fine it down to a thread of sound is both impressive and expressive - until you notice how often and how automatically he does it, when it starts to sound like a mere

Rodney Milnes

Dessaline Mouse would disclose many more artful connections. But Yim is more seductive - though *Autumn Rhythm* fulfilled his description of the music so well as to be worrying: it is wise to know so well what one's doing? It is indeed a proper post-Mahlerian Adagio, developing steadily through elaborate finis and detours to stripped-down, candidly passionate utterance. The diction owes much to Berg and even Strauss; Yim seems to have borrowed only what he wanted from old *Mittel Europa*, with a post-modernist's disdain for its venerable "symphonic" roots. I expect his surface-idiom will change out of recognition before long, but he sounds like a real composer.

So does Vic Hoyland, though his new Piano Quintet (Vivar Mikashoff's alert piano was the "Plus" of the concert-piece) is not post-modernist but resolutely neo-romantic. The ensemble itself is handled in 19th-century style, with plenty of sonorous doubling; the piano is usually either a plain reinforcement for the strings or flatteringly reinforced by the woodwind. A marvellous team.

David Murray

It was a clear-cut sequence of episodes, each intricately knitted but all sharply contrasted, though mostly hushed, towards the end the music seemed to aim at more direct expression, but what went before had made inadequate grounding for that - and in the Mahlerian sense, an "Adagio" it certainly wasn't.

All was explained by the second work, Jay Allen Yim's Pollock-inspired *Autumn Rhythm*, which was what we had been reading about while actually hearing Franco Donostia's *La sœur sans sourire*. In fact the Donatoni piece was typical of what many post-serial composers of his generation have come to now: sedulously audiobie, craftmanly little structures dressed in extreme instrumental modes and softened by the odd appealing phrase.

Donatoni does it expertly, and I don't doubt that further acquaintance with "The

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FINANCIAL TIMES

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Telephone: 071-873 3000 Telex: 922188 Fax: 071-407 5700

Friday July 6 1990

The party and perestroika

MR Mikhail Gorbachev might do worse than reflect on the first law of Marxism (slightly amended): that he should not want to be leader of the Communist Party whose 28th Congress would have him as general secretary.

This is Groucho Marxism, of course; but the public utterances of those who claim to be in the Karl Marxist tradition this past week must have made the American centre more attractive to Mr Gorbachev than the German philosopher. The old leftists of the Congress had pledged their support to him; but it was the support to move in Lenin's section in the book of quotations of the rope to the hanging man.

Mr Gorbachev was received with the minimum courtesy. But the man whom he put in charge of economic reform, Dr Leonid Abalkin, was given a slow handclap when he said that "there is no alternative to the market". All reference to the market was deleted from the party programme. Mr Vadim Medvedev, the ideology chief, was pilloried for leaving the party to founder in a demoralised morass. Mr Yegor Ligachev, back from the political wilderness, was enthusiastically received when he attacked private property. Those who clothed their rhetoric in Leninism went down well. Though the old hard left does not necessarily command a majority here, they are the most confident and vocal force, greatly strengthened by the formation of the Russian Communist Party last month under the leadership of Mr Ivan Polozkov.

Largest blunder

The general secretary has not been able to get his leading cadres to accept their own slow death: we have witnessed in the past few days, the revenge of the apparatus. This Congress, which he was instrumental in bringing forward to force the pace of change, has instead become an old left sounding board: what had seemed like another shrewd move from the master tactician now, in retrospect, seems like one of his largest blunders yet.

But the outcome of this might still be hopeful. The Congress has so far made it plain that the party is not in a

Union leaders out of control

MR Gavin Lightman's inquiry into the use of funds intended to help striking miners in Britain during the 1984-5 pit strike makes disturbing reading. Five years after the strike ended in defeat for the National Union of Mineworkers, its two national officials were still concealing an array of unofficial bank accounts and trusts. They were behaving as if the union was still in a state of emergency which required such secrecy.

Mr Arthur Scargill and Mr Peter Heathfield were not using these funds for their own personal gain. But they were unwilling to tell the union's elected national executive about funds established during the strike to avoid the effects of sequestration. Mr Scargill, the union's president, even believed that money contributed by miners in the Soviet Union during the strike was not legally the NUM's property.

The inquiry, carried out after accusations were made against Mr Scargill in the Daily Mirror newspaper and on Central Television, does not provide a full answer to the question of why the two men behaved in this way. Mr Heathfield told Mr Lightman that he did not tell the executive about a sum of £500,608 in one trust fund because it would undermine his plans for the union to cut costs.

Mr Scargill believed that some of the money contributed during the strike was not legally the NUM's property. Mr Lightman says that he sacrificed the NUM's financial interests to those of the International Miners Organisation in Paris which controls one of the funds. Mr Scargill, also president of the IMO, a body said by Mr Lightman to have no proper financial controls or audits.

Pit closures

Mr Scargill's conduct is not entirely surprising. He has shown no sign since the strike of having given up hope that the NUM's members will revolt again against pit closures. Partly as a result, the NUM has been excluded from national pay negotiations and increasingly ignored by British Coal. The union's membership and influence within the industry

radical mood: that its most combative members prefer refuge in Leninism to a contemplation of reality. This is at least clear.

Strong fears

The arguments for Mr Gorbachev to remain as head of the party have been - still are - impressive. It remains hugely popular - in the ministries, the enterprises, the institutions, the military and the KGB: indeed, the latter two bodies would probably still take their orders from it; rather than the Government, if a choice had to be made. As a letter published on Wednesday by 47 prominent political figures made clear, there are strong fears that party old leftists could coalesce with the military to effect a coup. Better, it has been assumed, that Mr Gorbachev remains head of the party than that it pass to weaker, or to potentially hostile, hands. Less dramatically, it has also been assumed that the only party could continue to push perestroika along its wandering and increasingly rocky path.

Yet the 28th Congress may now have dictated that the large risks in locating reform on a power base outside the party must be taken. Beyond the Kremlin Hall in which the debates rage, even the most hidebound of the delegates must have an inkling of how unpopular the party has become, and of how self-destructive, at home and especially abroad, would be the task of resurrecting its grip on society. Dr Abalkin and Mr Eduard Shevardnadze, the Foreign Minister, pointed out at the Congress that the supreme authority for the Soviet people must be their Government and not the party. It is leaders like these who ride the tide of Soviet history.

Mr Gorbachev can go with them if only he has a popular base. His delay in seeking a mandate for his presidency was mistaken: now must be the time to rectify that mistake, perhaps after ensuring that Mr Boris Yeltsin, the Russian president, will not oppose him. If the 28th Congress can precipitate such a severance between party and state, it will have been momentous indeed.

have both declined disastrously.

Inadequate returns

When Mr Scargill finally disclosed the existence of the accounts under threat of public exposure, he claimed to have been vindicated by an audit described by Mr Lightman as "a very limited, and for practical purposes, meaningless exercise." The Government should review whether the interests of union members are being served by a law which allowed the NUM to make such inadequate financial returns.

The second question is for the 15 members of the NUM's executive, from which the two national officials are supposed to derive their authority and power. Mr Lightman's inquiry makes it clear that Mr Scargill and Mr Heathfield have consistently kept the executive in the dark about the union's financial position for five years. Mr Scargill said he could see nothing wrong in them doing so.

The NUM executive must choose whether to let itself be treated with this degree of contempt in future. The next time Mr Scargill must face the discipline of a ballot for the union's presidency will be 1993, if the NUM survives that long. It would be best for the union to demand membership if Mr Scargill was placed more firmly under the executive's control until then.

Foggitt's July

The wet and windy start to July has not surprised Bill Foggitt, the 77-year-old Thirk weather sage who predicted a late summer, but he is hopeful of better weather towards the end of the month if his only excuse for doing so expired. The NUM executive should fulfil its proper role and put a stop to such behaviour.

"July tends to go to extremes, either very warm

In the eight years since Mexico's announcement that it could not pay its debts to foreign banks precipitated the Third World debt crisis, almost all efforts to resolve the problems have been concentrated on the debt owed to banks. But the problems posed by the huge sums owed by Third World countries to western governments have been looming ever larger.

Against this background of growing official debt, a new debt review is being undertaken for next week's economic summit of the leaders of the Group of Seven industrialised countries in Houston.

Most western governments have already converted many aid loans into grants. But their freedom to do the same with export credits to developing countries has been constrained by the consensus applying to export loans. The consensus, operated through the Paris Club of creditor governments, is meant to prevent one country gaining trade advantage over others through over-aggressive export credit subsidies. Any initiative from the G7 would need to give the lead to alter the consensus and provide official debt relief for a group of indebted countries.

The intellectual arguments for governments to forgive trade debts have been growing more forceful over time. As Mr David Knox, a former World Bank vice-president, points out in a recent book, even if debts to banks were significantly reduced, many countries even in Latin America would still be in trouble. "They may not cut such a figure on the world stage as the main debtors to commercial banks, such as Mexico, Venezuela and Argentina," but many face acute debt problems. This is true for example of Panama, Peru, Costa Rica, Bolivia, Guyana, Nicaragua and Jamaica."

Outside Latin America, Poland, Nigeria and Egypt are among those heavily burdened with debt.

The political arguments in favour of official debt forgiveness have also become stronger. President George Bush has built debt relief, primarily of aid loans but also of export credits, into his "Enterprise for Americas Initiative". In it, he clearly identifies US interests with the economic well-being of Latin America. "While the Brady plan has helped nations reduce commercial bank debt for nations with high levels of official debt... the burden remains heavy," Mr Bush said.

The heavy official debts of a number of francophone mid-income countries in Africa, for example the Côte d'Ivoire, have led the French to propose an initiative on official debt.

But perhaps most forcefully,

the developments in east Europe have thrown to the top of the international agenda the plight of Poland, which owes three-quarters of its \$40bn debt burden to western governments. Without debt forgiveness, as many western officials have privately conceded for some time, Poland stands little chance of emerging from its severe economic difficulties.

While the US alone can make a significant difference to official debt burdens in Latin America - it accounts for some 80 per cent of the official debt of some countries - international support is needed for those countries "lucky" enough to be indebted to banks

Commercial debt as percentage of sovereign debt 1987



Forgive but not forget

Stephen Fidler on a Group of Seven review to ease Third World debt burdens

over those indebted to western governments.

In the past, the Paris Club has justified this difference by making the point that governments have, unlike banks, been willing to reschedule interest and on top of that make new loans. This rescheduling of interest is the equivalent of what banks used to call "new money" - loans that would be fit for part of the way to paying the countries' interest bills.

But that has made the Paris Club, according to one western official, into an engine of debt creation that was always more efficient than the desultory

action on this problem.

The so-called Brady initiative,

attempted last summer,

to address the problems

of middle-income countries

with heavy debt burdens

to commercial banks. For the

first time the World Bank and

International Monetary Fund

would provide finance to help

debtors lower their debt

bills.

The Brady initiative has

thrown into relief a number

of anomalies. While western

governments have been encour-

aging banks to forgive debts,

they have been insisting that

they themselves should be paid

back in full. It has also re-

sulted in better treatment for

those countries "lucky"

enough to be indebted to banks

new money exercises of com-

mercial banks. It meant inevi-

tably that official debt became

a greater and greater propor-

tion of many rescheduling

countries' debt burden and

owed to the banks a smaller

proportion.

World Bank projections sug-

gest that at the end of this

year, debt rescheduling coun-

tries will owe \$522bn to pri-

vate creditors - almost exactly

what they owe to official credi-

tors. Six years ago, debts to

private creditors stood at \$450bn while those to official

creditors were only \$24bn.

This problem is likely to be

deepened as the Brady initia-

tive reduces countries' debt to

banks.

Most bankers have wel-

come the indications of support for official debt forgive-

ments as a sign that govern-

ments are now prepared to do

what they have been urging

banks to do for over a year. Mr

William Rhodes, the senior

Citicorp executive responsible

for Third World debt,

applauded the Bush initiative

as a necessary extension to

the Brady plan. It recognises

that official debt has to be part

of the equation."

But some bankers are not so sure. They are worried that disciplines in the international financial system will be further slackened at a time when commercial banks already face interest arrears from indebted countries of around \$20bn.

Official debt forgiveness will supposedly only be available to those countries following "sound" economic policies approved by the IMF. But critics suggest the problems of "moral hazard" - rewards for bad behaviour - will deepen.

The broadening of debt relief also brings with it many complications. Export credit agencies are run in widely differing ways. Some agencies, such as Britain's Export Credit Guarantee Department, have already been forced to make provisions against their Third World loans. Others, for example France's Coface, have made no such provisions. While in theory governments are ideally placed to forgive debts, in practice the process will therefore be hugely difficult. "The Brady plan was complicated but it had nothing on this," observes one western official.

Being forced to write off debts may reduce the inclination of some export credit agencies to provide new loans to debtor countries. With bank lending already having dried up, this may be seen as a problem. On the other hand, export creditors may become more widely seen as a questionable aid to development.

The Brady initiative makes reference to the role of the market in deciding a proper level of discount on the debt. While this is a debate about what this means in practice, it will be far harder to impose the market into official debt forgiveness.

The US has said it will sell in the market a portion of the Latin American loans of the Ex-Im Bank and Commodity Credit Corporation. This will facilitate, for example, debt-equity swaps and swaps of debt to reserve the environment.

There have been suggestions too of export credit agencies swapping exposure to even out the burdens though this itself is fraught with problems. The market has other potential, but at the margin: bankers suggest Poland's \$4bn of official debt to Brazil could be erased in a way which also lowers Brazil's bank debt burden.

Furthermore, official debt relief is likely to add weight to calls to revise the ad hoc approach which has characterised the approach to the debt issue so far. The perceived need to reward debtor countries' debt relief needs in a format which has parallels with domestic bankruptcy procedures may well grow.

*Latin American Debt: Fact and Fiction by David Knox. Published by Oxford International Institute, 37 Woodstock Road, Oxford, OX2 6EL. £20 or £30.

Danger: white elephant ahead

George Graham on criticisms of French motorway funding

The French motorway system is managed and developed without any logic, be it economic, financial, judicial or accounting.

This judgment from the Cour des Compt

white
ahead
criticisms
y funding

Mr Peter Brooke hopes he is on to something. You could sense this yesterday, as the Secretary of State for Northern Ireland reported progress towards talks between the parties involved in the distressed province for which he is responsible. The Dublin Government is still holding out on what seems to outsiders a technical insistence on being involved from the outset, but perhaps that can be resolved. Until then, there cannot be a starting date. Meanwhile, the cries of "well done" and "splendid fellow", which have been heard in London over the past few weeks, must add to the pleasure of a post the Northern Ireland Secretary enjoys so much he should pay the taxpayers for the privilege of having it. What is open to question is whether he really can bring about a new pan-Irish settlement.

This being an Irish tale, we have seen it all before, many times over, with hopes aroused, expectations frustrated, openings of doors to peace here, doors slammed shut there. To those of us who intermittently turn our attention to Ireland's painful tribal dispute the narrative never seems to change. Every time we look, it appears as unlikely as ever to have a happy ending, or any ending at all. Why should Mr Brooke tell himself that he might be able to achieve what has proved impossible since, shall we say, the first troops were dispatched to Belfast in 1969?

A large part of the answer is that he thinks the spirit of the times may be favourable. The upsurge in nationalist politics that preceded the onset of the past two decades of increasingly bloody troubles coincided with the *Zeltweg* of 1988. That was the year of the "Prague Spring" and rioting in Paris, as well as the British miners' strike. The critics argue that a certain amount of anger in the electorate that they work to maintain the status quo, and that the critics argue that the new structures being put in place will not last over time.

The spirit of 1988-90 is quite different from that of two decades ago. Its outstanding characteristic is that of a thaw. In many parts of the world previously frozen positions have slowly melted, until, at an accelerating pace, they have begun to crack. This has already done its work in sweeping communist satellite governments from power in most of eastern Europe. It has

POLITICS TODAY

Hoping to pull out a political rabbit

By Joe Rogaly

brought peace to Namibia and a change of government in Nicaragua. It is likely to lead to the removal of the Communist Party of the Soviet Union from its previously commanding position of authority. In South Africa, it has begun a process that will surely end in the installation of a democratically-elected black government within a very few years.

I can follow all that, but it is still difficult to accept that the pursuit of reasoned discourse will lead to a substantial change in Irish sentiments, let alone a settlement that Mr Brooke in his most optimistic moments thinks could be the most important since the island was partitioned in 1922. The underlying objectives of the parties he is trying to bring to the table seem too far apart.

Take, first, the British mission. It is, above all, to bring peace, but emphatically not at the price of caving in to IRA violence. In spite of many failures, the overall success curve of the security forces within Northern Ireland seems to be rising; to take just the most horrendous statistic, the number of killings seems to have fallen sharply over the past few years, although the number of "incidents" has not.

This might explain the recent upsurge in IRA activity on the British mainland and in western Europe. Attempts are made to bolster these successes with an economic policy that is somewhat more social-democratic or dirigiste in spirit than anything permitted in the rest of the United Kingdom. The Fair Employment Act is the most outstanding example; the assiduous courting of inward investment is another.

None of the above will clinch the matter if there is not a concurrent political settlement, by which Mr Brooke seems to mean the establishment of a devolved government, and the maintenance of an agreed role for Dublin in the affairs of the province. To achieve this he must get both the Irish Government and the confounding parties to move in step.



Each participant in the talks must place a thumbprint on every move. He has managed part of this so far, more or less, by practising his own version of an art I have seen at its most intense at the Advisory Conciliation and Arbitration Service, Acas. You get party A into one room and party B into another and move between them. Acas officers are masters at adapting the truth of each sides' position to suit the expectations of the others. We must assume that Mr Brooke is no such a dissembler, a discreditable and patient cogoler.

This might work sufficiently well to get talks started – we shall see before the summer is out – but it can easily break down once matters of substance have to be addressed.

To the unionists the greatest of these is the Anglo-Irish Agreement, concluded to their fury and dismay in November 1985. It introduced an "Irish dimension" into the management of Northern Ireland's affairs; in return the Irish Government recognised that there could be no incorporation of the six counties until the their inhabitants vote for union. The unionists are now ready for talks, after much fudging of previous procedural demands, in the apparent belief that they can dilute or demolish the "Irish dimension" and persuade Dublin to remove articles two and three of the Irish constitution. Those articles state that the whole of the island is part of the republic.

A concomitant matter of substance is the nature of any

political settlement, taken from the New Statesman's parodist, Roger Woddell. All his choices and attacks on opposition parties, none of the left-wing weekly's vitriolic poems about Conservatives are included. Smiling his broadest smile, Mr Baker maintains that he has simply picked the best from the wide range of works available.

devolved assembly. Some unionists want it to have minimal powers, as of a local authority; others would prefer a parliament. Most unionists reject "power-sharing" by which is meant a permanent coalition giving cabinet posts to representatives of the Catholic minority. Dublin insists on power-sharing, which is why it wants to be in the constitutional talks from the start. The British Government understands well enough that without a role for Nationalist representatives a unionist-dominated devolved government might so override the interests of the Catholic community that the whole frustrating cycle of hopes aroused and hopes dashed could be renewed.

If the next election results in a hung parliament the 17 Northern Ireland MPs will be able to barter their votes, most of them unionist-inclined. When this happened in 1974 Labour won the auction, and subsequently increased the number of Northern Ireland constituencies. It may pay heavily for that next time, since the Labour Party still alludes to a united Ireland in its most recent policy statement, albeit adding that it must be achieved "by consensus and without violence". I would not expect Mr Brooke to pander to unionist desires to abolish or neuter the Anglo-Irish Agreement in order to win their future support, but if there is an agreed settlement the Tories will, as a by-product, be the likely beneficiaries at Westminster.

Meanwhile the Conservative Party chairman, the shameless Mr Kenneth Baker, is inclined to talk of an election in 1992. He is determined not to close that option, in spite of the recent narrowing of Labour's lead in the opinion polls. May 1992 would mean that between now and the next election there would be two party conference seasons, two Budgets and two sets of poll tax demands.

Did I say "shameless"? Mr Baker's latest anthology, due out in September, is a collection of piquant parodies, printed opposite the verses that inspired them. Some will be political, taken from the New Statesman's parodist, Roger Woddell. All his choices and attacks on opposition parties, none of the left-wing weekly's vitriolic poems about Conservatives are included. Smiling his broadest smile, Mr Baker maintains that he has simply picked the best from the wide range of works available.

This cultural populism has helped the Republicans win five out of the last six presidential elections, including Mr Bush's crushing defeat of Mr Michael Dukakis in 1988. Mr Phillips' defection has infuriated Republicans, but it has given heart to the Democratic Party which – in terms of presidential as opposed to congressional elections – is about as weak as the British Labour Party after the defeat of Mr Neil Kinnock in 1987.

In the 1980s, Mr Phillips writes, money did not talk – it shrieked. It was an age in which economic inequality

The political debate in the US is being fuelled by a bestselling book, writes Lionel Barber

Rich pickings for a prophet of populism

Americans are taking a second look at the 1980s, and many do not like what they see. Once acclaimed as the decade when the country regained its strength and self-confidence, the 1980s are increasingly portrayed as a period of greed, self-indulgence, rising debt and fading prosperity.

Now comes a new book to

stoke the debate. Mr Kevin Phillips, a prominent Republican political theorist, argues that the 1980s amounted to the triumph of Upper America. It was an era of "too many stretch limousines, too many enormous incomes and too much high fashion," when inequality intensified and the Republican Party lost touch with ordinary middle-income Americans.

But as one top Democrat official points out: "We can't come across as the party that wants taxes, nor can we argue that we should tax the rich for the purposes of redistribution. We have to argue on the grounds of fairness."

For the most important contribution that Mr Phillips

has to make – and the reason

his book has risen within two

weeks to the Top Ten Bestseller list in the Washington Post – is the way he has exposed the current vacuum in American politics at the end of the Reagan era.

The search for a New Politics concerns Republicans as much as Democrats. Under the "kinder, gentler" leadership of Mr Bush, the Republicans have turned a little mushy. One measure of the party's desperation is its embrace of emotive but empty issues such as opposition to flag-burning and public funding of controversial art such as the homo-erotic exhibition of the photographer Robert Mapplethorpe.

But it would be foolish to write off the Grand Old Party in 1990, or the incumbent Mr Bush in 1992. The state of the economy will prove far more important in influencing voters than any vague backlash from Mapplethorpe.

The Democrats, too, should be careful about embracing Mr Phillips as the prophet who can lead them out of the wilderness. His book fails to identify a new role for government in correcting some of the excesses of the 1980s, whether at state or federal level. What is clear is that Mr Phillips, the man whom the conservative commentator Mr William F. Buckley described as a "Country and Western Marxist", has at least given the party an opening.

The Politics of Rich and Poor.

Kevin Phillips. Random House, \$19.95.

populist backlash. The stigma of collaboration could also persuade the party to choose someone from outside Washington to run in 1992. More immediately, Mr Bush's acknowledgment last week that new tax revenues were needed to help reduce the budget deficit has already set off a debate on whether the top 1 per cent should pay more tax.

But as one top Democrat official points out: "We can't come across as the party that wants taxes, nor can we argue that we should tax the rich for the purposes of redistribution. We have to argue on the grounds of fairness."

For married couples, the median income rose 9 per cent between 1980 and 1988 to just over \$36,000 – but was offset by cuts in social services, rising tuition, housing and health-care costs. Even more pronounced was the impact on the poor, whose median income fell in real terms by between 3 and 9 per cent. At the same time, under the 1986 tax reform law, top individual tax rates for millionaires fell from 70 per cent to 26 per cent.

The question is this: if economic populism was so potent, why did the Democrats fail to use it in 1988 against Mr Bush? After all, the evidence was widely available; and Mr Bush, the Yale-educated country club Republican who comes from the "watercress sandwich wing of the party" would seem to have offered an inviting target.

Mr Phillips contends that the Democrats were the Great Collaborators in the 1980s, supporting Mr Reagan in his legislative agenda which favoured the rich. In 1988, the Democrats merely flirted with populism. Only at the end of his campaign did Mr Dukakis finally start talking about income disparity, "the bi-coastal economy," and being on the right side of working men and women. But, after all, he was the "ethnic yuppie" who had made it.

Will the new populism sell in the 1990s? For tactical reasons, the Democrats certainly intend to pick up some of Mr Phillips' themes. The savings and loan debacle could create a

LETTERS

Labour answers needed on social security 'cuts'

From Mr Nicholas True

Sir, Mr Michael Meacher, Labour's Social Security spokesman, rehearses at length his now familiar analysis of social security savings under the Conservatives ("An unnoticed windfall for Thatcher's Treasury", July 4). Not one column millimetre was devoted to what Labour intends to do about it.

Mr Meacher repeated the old canard that this Government has abolished a rule "which had been implemented by the previous Labour Government" to uprate pensions by earnings or prices, whichever was the greater. At least this Government has been honest about its position. Labour in fact failed to implement this rule in 1976 and 1978 – and planned to ignore it in 1979. Mr Meacher – as a minister at the time – has reason to know the truth, even if he claims otherwise.

Mr Meacher asserts that "savings" have reached £27.28bn. The honourable inference to be drawn from this out-right attack is that Labour would have financed all this spending, by borrowing, of both?

Finally, if Labour is to campaign on this basis, can he confirm that a Labour Government would immediately restore the cuts?

Mr Meacher now costs the annual savings at "nearly £7bn" and rising. He says that total savings in the 1990s will be over £70bn. Again, will he state how this £70 bn – or even the first £7bn of it – will be financed? Scarcely, I think, from the limited, if damaging, tax increases already admitted to by Mr Kinnoch.

There is something understandable, if inadequate, in policies rooted in moral indignation. There is something disreputable in the politics that implies bounty to some of the least fortunate in our society combined with studied silence about when that bounty is to be delivered or how it is to be paid for.

Nicholas True

114 Palewell Park, SW14

From Mr C.H.A. Landa

Sir, Mr Meacher attacks the Conservatives for swinging cuts in social security. He estimates the "cuts" at £27bn in the last decade and guesstimates the figure of £100bn dur-

'Splendid support' for the CTCs

From Sir Cyril Taylor

Sir, The article by Norma Cohen on City technology colleges ("Educational castles in the air," June 25) gave less than generous recognition to the splendid support given by British industry to this important initiative.

To date 176 companies, foundations and individuals have pledged £44m of support for the first 20 CTCs. This includes 22 pledges of £1m or more from ADT, BAT Industries, the British Phonographic Industry, Cable & Wireless, Hughes de Capel-Brockle, Dixon, Harry Djanogly, the Haberdashers, Haking Wong Enterprises, Sir Philip Harris, the Hatter Foundation, London Docklands Development Corporation, Geoffrey Leigh, the Mercers, Reg Vandy Group, Southwark Diocesan Board of Education, Tarmac, Trust House Forte, and the Wolfson Foundation. A large number of other British companies have contributed the balance of the £44m.

I can also see clearly what would happen with Mr Meacher in charge. First, his so-called cuts would be reinstated and the budget increased. On a reasonable guess this would be financed by a mixture of higher borrowing and higher personal taxes (national insurance contributions for example). Both would increase inflation, the first via higher interest rates, the latter by higher wage demands.

Already the CTCs which are open have made radical innovations in secondary education. These include asking their pupils to work harder by extending the school day, encouraging more pupils to stay on at 16 by offering a wide range of courses including BTEC National and the international Baccalaureate, using computers to help children to learn mathematics, science, technology and English more effectively and, above all, raising the expectations of achievement by pupils with a wide range of ability.

The CTC Trust recognises that the initial CTCs which are newly formed schools have required substantial government support to pay for the cost of either new school buildings or the refurbishment of old schools. However, without the generous support of our 176 sponsors the prototypes for this urgently needed new type of secondary school would never have been developed.

The early success enjoyed by CTCs in attracting large numbers of pupils and parents has already convinced several local education authorities, including Wandsworth, Lincolnshire and Hillingdon, that they should convert existing maintained schools into CTCs using the voluntary aided mechanism.

This potential powerful new tripartite partnership of industry, local education authorities and the Government looks likely to establish many more CTCs but at a greatly reduced unit cost since the buildings are made available at no cost.

Already this formula is attracting a new group of sponsors which includes some of the biggest companies in the country.

Cyril Taylor,
Chairman,
City Technology Colleges
Trust.

37 Queen's Gate, SW7

FTSE 100 'was doing what it was set up to do'

From Mr Peter D. Jones

Sir, Your article ("FTSE 100 under fire following charges of market manipulation," July 2) has a delightfully eye-catching headline. But its use of phrases popular in the tabloids – "there were calls yesterday for..." and "pressure is now mounting for..." serve only to misinform the reader by appearing to create a crisis where none exists. In particular you falsely accuse the FTSE of failing to do a job for which it was not intended.

That there was an upheaval in the equity markets last Friday morning as the expiry of the FTSE options and futures contracts approached is true. FTSE exists as a price quotation index and not as a measure of deals done. It faithfully reproduces the dramatic price increases seen that morning. It fulfilled a useful role in drawing the attention of all market watchers (not just of derivatives) to the curiosities going on there taking place in equities.

The article's authors may wish to comment on defects that they perceive in the calculation of the expiry value of the FTSE options and futures – so that in future they reflect deals not prices. That lies within the prerogative of the derivatives markets.

Peter D. Jones,
Chairman,
FTSE 100 Steering Committee,
114 Old Broad Street, EC2

set aside the actual FTSE "price based" calculations at expiry if they, at their discretion, think fit. The FTSE index itself was doing precisely what it was set up to do – reflect prices.

The steering committee of the FTSE 100 Index always welcomes comments, even "calls" or "pressure." None, incidentally, has been received by me on this matter. Perhaps the authors should, in this instance, turn their "fire" in another direction – namely at the derivatives markets.

Peter D. Jones,

Chairman,
FTSE 100 Steering Committee,
114 Old Broad Street, EC2

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CITY

INTERNATIONAL COMPANIES AND FINANCE

Farrow to be assessed for sale as going concern

By Kevin Brown in Sydney

THE FAILED Farrow Corporation, which owns a group of Australian building societies, may be sold as a going concern, it emerged yesterday.

Mr Ken Russell, the administrator appointed by the state Government of Victoria, said he hoped to be able to announce within two weeks whether a sale was possible.

"We have a very reputable company at the moment down there looking at the affairs of the group with a view to devising a way in which it might be resolved," he said.

The privately-owned Farrow Corporation's three building societies - the Pyramid, Geelong and Countrywide - were put into liquidation by Mr Russell earlier this week after he failed to find a buyer.

However, the Labor government of Victoria bowed to overwhelming public pressure to guarantee about A\$1.3bn (US\$1bn) worth by the three societies to small depositors.

Mr Russell said the Government's decision to guarantee the funds had made the corporation a more attractive proposition. He refused to identify the company which is assessing the group.

Mr John Cain, the Victorian Premier, is likely to announce

an investigation of the collapse shortly, in spite of the potential embarrassment to the Government, which told depositors several months ago there was no need to withdraw funds.

The Government is also expected to confirm shortly that it will borrow A\$350m to finance a 25 per cent return to depositors. No timetable has been drawn up for the remaining funds to be repaid.

More than 700 Farrow staff were given notice yesterday that they will be made redundant on July 16.

Meanwhile in Western Australia, the Labor state Government yesterday moved quickly to reassure depositors in the state-owned Rural and Industries Bank, which announced a loss of A\$30m for 1989-90.

"The bank is safe, in strong hands and very well capitalised," said Mr Ian Taylor, the state finance minister. "People should adopt a responsible approach. There is no similarity between the loss and the collapse of Pyramid."

Dr Carmen Lawrence, the state Premier, said legislation would be introduced in the state parliament to improve the bank's performance by removing it from direct government control and making its directors accountable under company law.

Bell bid for Perth newspaper rejected

By Kevin Brown

AUSTRALIA'S Trade Practices Commission, the country's anti-trust body, yesterday rejected a bid by Bell Group, publisher of the Perth-based West Australian morning newspaper, for control of the Daily News, the city's only afternoon newspaper.

Bell had argued that the News would have to close unless Bell's West Australian Newspapers (WAN) subsidiary was allowed to acquire United Media, which owns 51.1 per cent of the newspaper.

WAN already holds the remaining 48.9 per cent of United.

However, the commission said there would be "insufficient public benefit" resulting from the acquisition to outweigh the anti-competitive effect of control of both Perth daily newspapers passing to WAN.

The commission said it believed alternative buyers were prepared to purchase the News, together with a series of suburban newspapers if they

were made available at commercially realistic prices.

"With an alternative owner, the Daily News could continue in operation and the unemployment impact would be small," the commission said.

Mr Robert Maxwell, the British newspaper publisher seeking a 49 per cent stake in Bell Group, "has a reputation for intervention which leaves something to be desired," Dr Carmen Lawrence, Western Australia premier, said yesterday.

Mr Maxwell's offer is unlikely to proceed because it has already been opposed by Mr Paul Keating, the federal Treasurer (finance minister) who has the right of veto following a review by the Foreign Investment Review Board.

"We as a community value the independence of the press and more importantly than that the capacity of local owners and local issues to be the focus of the press," Dr Lawrence told the state parliament in Perth.

Westpac Banking review

A REVIEW of Westpac Banking's direction and strategy would result in its withdrawal from poorly performing activities, said Mr Eric Neal, the chairman, Reuter reports from Sydney.

"There will be withdrawal from some activities where earlier potential has failed to materialise, as was the case with Westpac Pollock," he said

in a letter to shareholders. Westpac Pollock, a US Government securities dealer, closed after trading losses. Westpac would not say if any particular business was threatened.

The review would also result in "enhancement of the bank's involvement in activities which have the capacity to produce continuing long-term benefits to proprietors."

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Holders of Notes of the above issue are hereby notified that for the next interest period from 9th August, 1990 to 7th August, 1991 the following will apply:

1. Interest Payment Date: 7th September, 1990.

2. Rate of Interest for Sub-period: 8.36% per annum.

3. Interest Payment Date for Sub-period: U.S.\$20,000.00 per U.S.\$20,000,000 nominal.

4. Accumulated Interest Amount Due: U.S.\$732.81 per U.S.\$20,000,000 nominal.

5. Next Interest Sub-period will be from 8th August, 1990 to 7th September, 1990.

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M R Michael de Groot arrived in Canada with his family from Belgium in 1948 at the tender age of 15. He has just retired at 57, worth over C\$500m (US\$450m), and acknowledged as a great post-war entrepreneur.

The day he announced his retirement as chairman and chief executive, more than 7m shares were traded in his creation, Laidlaw, North America's third largest waste management company and the last school bus operator.

Did Michael Laidlaw's consistent 25 per cent annual growth record last over and that the home-grown Canadian Pacific would take over? Certainly, Mr de Groot had kept many institutions and thousands of private investors very happy for 20 years.

The de Grootes had sold the

A high flyer over Latin America's skies

American Airlines aims to become a top international carrier, writes Barbara Durr

American Airlines opened its new routes to Latin America this week, its biggest single plunge to date into the international air travel market.

The routes, purchased from bankrupt Eastern Air Lines last December, take American to 20 cities in 15 countries in central and south Latin America. The new flights are being phased in between July 1 and August 15.

The expansion is part of a five-year \$11bn growth plan by American, which aims to become the premier international carrier of the US. While already considered a top US airline, it wants to be in the same world class as British Airways or Lufthansa and has put on classless service for its foreign routes.

On its longest hauls to South America - such as those from Miami to Rio/Sao Paulo and Buenos Aires/Santiago - it now boasts a flagship service. This includes a selection of fine wines, plush leather fully reclining seats and luxury meals for business and first class passengers, and makes memories of Eastern's old overnight flights seem like old dreams.

And, though 1,300 ground and flight crew were picked up from Eastern in Latin America, they seem more enthusiastic about their jobs. For example, Miss Maria Ines Bruzzoli, a senior flight attendant who saw Braniff and Eastern, her two former employers, sink, said she had high hopes for American. "They are much more oriented to the customer and they, unlike the others, have the means to do this."

In a deal with Texas Air, the parent of Eastern and Continental Airlines, AMR Corp, the Dallas-based parent of American's



Robert Crandall: 1990 looks like a gloomy year for the airline business

Ashley Ashwood

Airlines, paid \$471m for Eastern's Latin American routes, assorted ground facilities and for Continental's Miami to London route.

Yet that initial investment was just the beginning. American has paid out another \$105m in costs - ranging from installing telephone lines to leasing new office space - to start up its Latin network. And it has used the opportunity of its Latin American route acquisitions to create a hub in Miami, costing a further \$42m.

Miami, American's sixth domestic hub, is to become its gateway to the region and a funnel for passengers from Latin America to other US and European cities. The company began flying daily non-stop service from Miami to London on July 1 and will begin a Miami to Madrid service in April 1991. Given American's already

extensive flight service to the Caribbean and some Central American destinations, the Miami hub will handle 169 international flights per week by the end of this summer.

The start-up of the new Latin American routes has drawn so much energy from American that it has had to put some European projects on the back burner. Although it has the authority in hand to start service, new flights from Chicago to Helsinki and to Warsaw and Dallas to Barcelona have had to be deferred.

However, company officials are confident they are making a step in a profitable direction.

Mr Barry Clark, managing director of route strategy at AMR, said: "We think we can expand the South American market dramatically." Mr Clark believes that better promotion can draw more busi-

ness and holiday travellers.

Financially strapped Eastern did not have the resources to promote the routes and the competition from Pan Am, the only other US carrier serving South America, is weak, according to Mr Clark. Certainly, if American's recent advertising strategy is any example, the carrier is trying hard to put Latin America on the US air traveller's mental map.

All of the company's ambitious international expansion has of course eaten into its profits. In 1988, even with greater revenues, increased operating costs brought net earnings down to \$454.8m, a decrease of 4.6 per cent over 1988.

And Mr Robert Crandall, AMR chairman, said that 1990 looked like a gloomy year for the airline business. But with an eye on the "globalisation" efforts of European and other competitors, he is undaunted in his drive to take American to the world.

Wassall under fire over MCGSA

By Philip Gawth in Johannesburg

WASSALL, the UK mini-conglomerate which in January took over Metal Closure Group, a producer and distributor company, has come under fire in the South African investment community because of the way in which it is seeking to buy out minority shareholders in the 77 per cent-owned Metal Closure Group SA.

Meanwhile, American is hotly pursuing expansion to other foreign parts. It is seeking authority to fly to Moscow and Berlin, and it will add a Chicago to Milan flight next April. After a five-year effort to build its business in Europe it now flies to 14 European cities.

Cracking the Pacific, especially Japan, is also a top priority. American flies to Sydney and Auckland, but it is seeking routes to Tokyo, Nagoya, Seoul, Manila, Taipei and Singapore. As an illustration of its eagerness to get to Asia, on July 1 it began a service to Hong Kong by sharing a route with Cathay Pacific. In return for marketing support from American, Cathay will provide aircraft to the route's capacity.

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The per-share value which the parent puts on its proposal is E33. Although this represents a small premium on the trading level of the shares when the offer was announced last month, it is being argued that MCGSA would be worth between E35 and E40 a share if it traded on the same price/earnings ratio as industry leaders.

Valuation is complicated by the fact that the stock is narrowly traded.

But with the total cost of the move just E13.8m (£5.3m), the issue is mainly being treated as one of principle.

The company is able to defend the stock exchange's wishes because the country's fledgling Securities Regulation Panel is not yet empowered to intervene in such matters.

Wassall says its move is justifiable among other reasons because Finanshank, the merchant bank chosen to represent interests of minorities, has judged the offer "fair and reasonable to the shareholders."

Oddly, a Finanshank official was quoted in the local press as saying: "We do not want to get into a position where we are blackmailed by minorities who want a higher price."

Mr Martin & Co, a local stockbroking firm which represents some of the minorities, has described the bid as "grossly unjust" and "the most oppressive means available to force shareholders to part with their shares."

It adds: "Wassall would never have been allowed to get away with this in the UK - why should it be allowed to do so in South Africa?"

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Laidlaw drives on after de Groot

Robert Gibbons on the retirement of a Canadian entrepreneur

family farm in Belgium to come to the beckoning pastures of southern Ontario and the Tilsonburg tobacco fields.

In 1951 they bought a tobacco farm, and at 18 Michael de Groot dropped out of school, bought a truck and thereby began a haulage business. Soon he had five trucks.

The great uranium mining boom of the 1950s in northern Ontario gave him his first big break, and his haulage business prospered mightily. But in the 1960s, the bottom fell out of the uranium market.

Mr de Groot's company failed, but soon he was back in Hamilton buying Laidlaw

Transport with a C\$75,000 bank loan. By 1969 Laidlaw operated 200 vehicles and had annual turnover of more than C\$5m.

Soon he saw that people would always have waste to dispose of and that North American children would always have to be bussed to school. In nearly 20 years, he made 200 acquisitions in these two sectors. In the decade up to 1989, when Mr de Groot sold control to Canadian Pacific, Laidlaw's revenues rose from C\$75m to almost C\$1.5bn for an annual compound rate of growth of 35 per cent.

Profits kept up the trend. In

the nine months ended May 31 last, Laidlaw earned C\$19.8m, up 30 per cent from a year earlier, and making a strong contribution to CP's overall earnings.

Mr de Groot ran the show day to day until he sold his 47 per cent voting control to CP for almost C\$600m in cash and CP stock. Eastman Kodak cashed out in the last of the CP shares for C\$135m, keeping only 2,000 to qualify him as a CP director.

Waste management now contributes 60 per cent of Laidlaw's profit and bus services 38 per cent.

Mr de Groot pushed Laid-

law outside North America by buying 34 per cent of Atwoods of the UK

INTERNATIONAL COMPANIES AND FINANCE

NEWS IN BRIEF

Suchard clears board of leaking

JACOBS Suchard, the Swiss coffee and confectionery group, said internal investigations showed none of its board members leaked news of the company's sale to Philip Morris to the press before the official announcement on June 22, Reuter reports.

"Five of the board's 13 members received inquiries from various media but they either refused contact or, if they could not avoid it, they refused to give any information in accordance with the insider law," the company added. "The probe was launched after the merger was announced because Cash, a financial weekly, had published extensive details of the deal 24 hours earlier, and Suchard's share price had risen strongly in above-average volume over several days."

The board of Mondadori, the Italian publishing group, named a court-appointed representative, Mr Giacinto Spizicco, as temporary chairman in place of media entrepreneur Silvio Berlusconi, who was unseated last week, Reuter reports. Mr Spizicco had been proposed by Mr Carlo De Benedetti's Cie Industriale Elumite (CIE).

Asko Deutsche Kaufhaus, the German retailer, said it has not sold its 14 per cent stake in the Dutch retailer Ahold, but could not rule out that it might eventually dispose of the stake. "Everything is possible," a spokesman remarked. Earlier in the day, a West German investment newsletter had reported that Asko had sold the Ahold stake to Amsterdam-Rotterdam Bank.

Credit Lyonnais, the French state-controlled bank, has agreed in principle to buy two consumer finance firms and an insurance broker, Poussier-Bernard, from banking group Compagnie La Hénin, Reuter reports.

La Hénin's 73.1 per cent-owned Sonica, and fully-owned Cogiroute La Hénin, have around FF2.2bn (\$385m) in consumer loans outstanding.

Oce advances by 5% to Fl 43.1m in first half

By Ronald van de Krol in Amsterdam

OCE-VAN DER Grinten, the Dutch copying machine and office equipment maker, said net profit rose 5 per cent to Fl 43.1m (\$22.7m) in the first half of 1990 on sales up 17 per cent to Fl 1.16bn.

After adjustment for acquisitions and the negative effect of exchange rate movements, the underlying rate of sales growth was 9 per cent.

Operating profit posted a steeper increase than net profit, gaining 16 per cent to Fl 7.9m.

First-half growth in net profit was held back by a Fl 7.3m increase in net financing charges to Fl 18m, reflecting higher interest rates and an expansion of interest-bearing capital following acquisitions in the second half of 1989.

Oce said the rise in operating results was due mainly to favourable trends in the market for office systems and to

the acquisition last year of the graphics division of Schäffer-Berger. The division, which has since been renamed Oce Graphics, makes a variety of plotters for use in computer-aided design and manufacturing.

Office systems sales increased by 10 per cent to Fl 89m thanks partly to the introduction of new copiers.

However, results from Oce's design engineering activities, which include Oce Graphics, lagged behind.

Although overall sales in design engineering were up 26 per cent to Fl 557m, underlying growth was 2 per cent, after eliminating Oce Graphics' 29 per cent rise and the effects of exchange rate movements.

"This decrease in growth is mainly caused by lower sales of copiers," Oce said of the design engineering sector.

"Sales of copying supplies were maintained at a good level."

L'Oréal seals alliance with Henry Racamier

By George Graham in Paris

L'ORÉAL, the leading French cosmetics group, has sealed its alliance with Mr Henry Racamier, the former head of the Louis Vuitton luggage group ousted this year by Mr Bernard Arnault after a lengthy courtroom battle for control of the LVMH group.

Mr Lindsay Owen-Jones, L'Oréal's chairman, is to join the management board of Orcoff, the holding company set up by Mr Racamier and the Vuitton family to acquire the other prestige brand name companies.

Also joining the Orcoff board, which will be chaired by Mr Racamier, is Mr Michel Pietrini, the former head of Gordon Chosy, a producer of expensive leathers, and Luxury Stores Investment, Swiss company which owns shares in a number of boutiques, including some Louis Vuitton outlets.

blocked by Mr Alain Chevallier, the then chairman of LVMH, and later by Mr Arnault.

The Orcoff management reshuffle sees the departure of Mr Léon Bressler, the banker who took over as chairman of Lanvin after the financially crippled fashion house was rescued by Midland Bank.

Mr Bressler had abandoned the chairmanship of Midland France to devote himself to the fashion business, but when Midland sold Lanvin on to Orcoff, he was pushed to the sideline. Lanvin is now to be run by Mr Pietrini.

Besides Lanvin, and a substantial holding in LVMH through the Vuitton family holding company VIG, Orcoff's main assets are Gordon Chosy, a producer of expensive leathers, and Luxury Stores Investment, Swiss company which owns shares in a number of boutiques, including some Louis Vuitton outlets.

Tiphook nearly doubles profits

By Andrew Hill

TIPHOOK, the British container and trailer rental company, nearly doubled its profits last year, and said the main benefits of buying Sea Containers' fleet of dry cargo containers were still to come.

The group made £32.1m (£54.5m) before tax in the 12 months to April 30, compared with £18.1m in 1988-89. Analysts estimate that the Sea Containers deal, completed at the beginning of April, could help boost profits to as much as £80m before tax this year.

Mr Robert Montague, Tiphook's chairman, said yesterday: "This growth is mainly down to organic expansion within our existing businesses. Following the Sea Containers acquisition, we have now focused very clearly on developing our rental markets."

Tiphook bought the Sea Containers assets for \$546m (£307m), doubling the size of its container fleet to 400,000 20ft equivalent units (TEU). It was the final episode in the nine-month struggle for control of the Bermuda-registered company, which also involved the sale of Sealink British Ferries to Tiphook's fellow bidder Stena, a private Swedish ferry operator. Mr Montague said Tiphook was negotiating to sell peripheral businesses, including container manufacturing and forwarding operations, which would raise £15m in total.

Lex, Page 22

Thompson quits B&C board

By Jane Fuller

SIR PETER THOMPSON, in the twilight of his chairmanship of the UK transport group NFC took on the rescue of British & Commonwealth Holdings, yesterday retired as a director of the failed UK financial services group.

He remains a non-executive director of Meyer International, the building materials distributor, and of Pilkington, the glass group, and is also heavily involved in the Confederation of British Industry.

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NEW ISSUE

This announcement appears as a matter of record only.

5th July, 1990

NMB Semiconductor**NMB SEMICONDUCTOR CO., LTD.****U.S.\$150,000,000****12 1/4 per cent. Guaranteed Notes due 1994**

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INTERNATIONAL CAPITAL MARKETS

German Unity bonds dip as profit-takers move in

By Stephen Fidler and Deborah Hargreaves in London and Karen Zagor in New York

AFTER a positive reception, at least from domestic investors, for the DM5bn of Unity bonds priced on Wednesday morning, profit-taking led to a price fall.

The warm welcome ensured a strong opening for the D-Mark government bond market yesterday. The 10-year bonds were priced with an 8% per cent coupon and carried an issue price of 101. They met a strong reception from German institutions, although the response from overseas was more lukewarm.

But profit-taking set in and, coupled with technical selling on the London futures markets, prices started to erode. After peaking in Tokyo at 101.30, the price of the Unity bond dropped to be quoted in late European trading at 100.45/55.

However, the size of the yield differential that some traders, particularly outside Germany, had expected

paper that they will be offered today.

The Government sold three issues yesterday: one, of DM5bn of 9% per cent bonds maturing in 1998 at a yield of 9.56 per cent; the second, FF12.85bn of 8% per cent 10-year bonds offering a yield of 8.98 per cent; and FF12.05bn of 8% per cent bonds maturing in 2004 with a yield of 9.72 per cent.

There was particular interest in the 14-year issue, since it appeared cheap by comparison with other long-term French paper.

However, the French bond market remains extremely quiet with all interest focused on Germany.

The spread between the two markets started to narrow yesterday to 23 basis points, but this was largely on the back of the decline in bond prices.

IN LONDON, gilt-edged securities ended on a weak note on renewed fears over public sector finances and as a response to weakness in the German market.

Long-term UK gilts closed slightly above a point down on the day, after the futures market broke through a key support level and the yield on bonds maturing in 2003/07 rose to 11.6% per cent.

The market remains extremely quiet with a lack of retail interest.

US TREASURY bonds traded in a narrowly mixed range yesterday morning, with volume subdued following the July 4 shutdown.

BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	10.000	4/93	103/23	-12.55	12.40	12.55	
	10.500	5/93	102/20	-20.25	11.95	11.97	11.99
	9.000	10/93	103/28	-11.05	11.05	11.03	
US TREASURY *	8.075	05/00	100.08	+0.01/32	8.47	8.45	8.45
	8.750	10/01	104.01	+0.03/32	8.45	8.45	8.44
JAPAN No 119	4.800	6/90	85.94/34	-0.115	7.20	7.20	6.93
	5.700	3/97	91.18/06	-0.213	6.83	6.75	6.53
GERMANY	7.750	02/90	94.35/00	-0.400	8.82	8.72	8.68
FRANCE BTAN OAT	9.000	02/85	96.32/33	-0.004	9.94	10.00	10.07
	8.500	03/93	93.07/00	-0.110	9.61	9.65	9.74
CANADA *	9.750	05/00	94.80/00	+0.300	10.81	10.89	10.82
NETHERLANDS	9.000	05/00	101.33/00	-0.220	8.79	8.89	8.97
AUSTRALIA	12.000	7/89	93.08/26	+0.040	13.34	13.63	13.44

London closing, *denotes New York morning session. Yield: Local market standard. Prices: US, UK in 32nds, others in decimal.

Technical Data/ATLAS Price Sources

Prices: US \$1m, UK £1m, others in £m.

Three banks in Finland have debt ratings cut

By Tracy Corrigan

THREE Finnish commercial banks - Kansallis-Osake-Pankki, Postipankki and Union Bank of Finland - have had their debt ratings reduced by Standard & Poor's, the international credit-rating agency.

Postipankki's \$415m of outstanding senior debt denominated after January 1 1988 has been downgraded to Double-B plus from Triple-A. Debt issued before that, with the guarantee of the Republic of Finland, is still rated Triple-A.

The ratings for KOP, Finland's largest banking group with consolidated assets of FM162bn (\$42bn), and UBP, the country's second largest bank, have been dropped to Double-B minus. About \$30m worth of KOP debt and \$1.6m worth of UBP debt are unaffected.

The banks' commercial paper ratings have been affirmed.

The lower ratings reflect the difficult operating environment faced by the banks, partly as a result of increasing competition due to deregulation.

Prices in the downgraded bonds were little affected, dealers said. The bonds in question are mainly small volume and illiquid. One trader said bid prices were reduced slightly, but offers were unchanged.

Revision of Swiss index planned

THE SWISS Market Index (SMI) of leading shares will be revised on January 1 to take account of the declining popularity of participation certificates (PC), Reuter reports from Zurich.

The SMI is made up of 24 shares permanently traded in Zurich, Geneva and Basle. Ciba-Geigy and Nestle PCs are to be taken off the index and replaced by the two companies' registered shares.

Alusuisse-Louisa bearers will be included in the SMI for the first time. Union Bank of Switzerland PCs will leave the index, but the bank's bearers will remain.

Sector sub-indices derived from the all-share Swiss Performance Index (SPX) will be revised to take account of changes in companies' activities due to acquisitions and restructurings.

The most important change will be the transfer of Oerlikon-Büchler from the machinery sector to the other industrial sector. This will cause the machinery sector's weighting to drop to 3.6 per cent from 4.3 per cent.

Sydney futures prepare to trade

THE Sydney Futures Exchange (SFE) expects its new five and 10-year semi-government bond contracts to begin trading by mid-September with December 1990 as their contract month, agency reports.

The commencement date will be announced following submission of the rules to the National Companies and Securities Commission (NCSC), the SFE said.

The New Zealand Stock Exchange plans to begin a pilot scheme of options trading at the Wellington exchange from Monday.

The scheme goes into place before plans by the New Zealand Futures and Options Exchange to introduce trading of options on individual stocks in October.

Currently, options contracts on stocks are not available at either exchange.

Gambro placing oversubscribed

GAMBRO, the Swedish medical equipment group, has successfully placed an issue of 4m new B share stocks on international stock markets, Reuter reports from Stockholm.

Gambro said the issue, which was priced at SKr145.52 per share to raise SKr64m, was oversubscribed. The financing was partly to pay for last month's acquisition of the US's Cole Laboratories.

GROWING BUSINESS The Financial Times proposes to publish a Survey on the above on 23rd July 1990. For a full editorial synopsis and advertisement details, please contact:

Anastey Carbonell on 071-873 3412, or write to Miss MC, Number One, Southwark Bridge, London SE1 9JH.

FINANCIALTIMES
LONDON'S BUSINESS DAILY

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Data supplied by Association of International Bond Dealers.

Gold Mining Companies' Quarterly Reports for the quarter ended 30 June 1990

All companies are incorporated in the Republic of South Africa

Driefontein Consolidated

Driefontein Consolidated Limited

(Registration No. 68/0488/06)

ISSUED CAPITAL: 204 000 000 shares of 50 cents each, fully paid.

	Quarter ended 30 June 1990	Quarter ended 31 March 1990	Year ended 30 June 1990	
OPERATING RESULTS				
Gold - Sales Dredges				
Ore milled (t)	720 000	680 000	2 812 000	
Gold produced (kg)	6 025.0	5 580.0	25 302.9	
Yield (g/t)	8.4	8.2	8.3	
Price received (R/t/kg)	51 482	53 694	32 578	
Revenue (R/t/milled)	265.84	277.03	268.02	
Cost (R/t/milled)	144.05	145.08	141.30	
Profit (R/t/milled)	121.79	131.95	126.32	
Revenue (R000)	180 968	188 383	728 714	
Cost (R000)	165 716	168 638	597 914	
Profit (R000)	86 249	89 723	360 820	
Gold - Water Dredges				
Ore milled (t)	705 000	705 000	2 820 000	
Gold produced (kg)	6 622.4	6 919.4	27 045.7	
Yield (g/t)	9.4	9.8	9.9	
Price received (R/t/kg)	51 315	53 668	32 533	
Revenue (R/t/milled)	294.59	330.65	321.67	
Cost (R/t/milled)	171.00	163.75	163.26	
Profit (R/t/milled)	123.59	167.10	158.41	
Revenue (R000)	207 666	233 249	907 112	
Cost (R000)	180 522	176 857	465 056	
Profit (R000)	87 134	116 392	441 076	
Reclamation plant — West Dredges				
Tons treated	600 000	607 400	1 631 000	
Gold produced (kg)	338.7	332.7	906.8	
Yield (g/t)	0.5	0.5	0.6	
Revenue (R000)	10 325	11 062	29 512	
Cost (R000)	5 542	5 685	11 789	
Profit (R000)	6 783	7 377	17 745	
FINANCIAL RESULTS (R000)				
Working profit, Gold and reclamation plant	180 166	213 494	819 649	
Tribute royalties	1 430	1 242	4 254	
Net mining revenue	281 596	224 635	823 503	
Net sundry revenue (group)	13 747	12 880	60 582	
Recovery under loss of profits insurance	—	7 500	8 758	
Profit before tax and State's share of profit	195 345	235 004	805 245	
Tax and State's share of profit	61 870	120 442	405 696	
Profit after tax and State's share of profit	133 473	114 562	400 557	
Capital expenditure	51 514	41 291	202 126	
Dividend	169 200	—	205 800	
CAPITAL EXPENDITURE. The unexpended balance of authorised capital expenditure at 30 June 1990 was R576.8 million.				
ENVIRONMENT. A dividend (No. 50) of 80 cents per share was declared on 12 June 1990, payable to members on or about 8 August 1990.				
SUMMARY				
EAST DREDGEPARTN				
No. 3 Sub-Vertical Shaft-E. The shaft was sunk 29 metres to its final depth of 1 954 metres below the collar on 22 Level. The raise booring of rock passes and the installation of the second main winder continue.				
No. 1 Tertiary Shaft-E. 31 metres of the 72-metre haulage have been drilled. The excavation of the tip and bins was completed and support work was commenced. GMI work on the belt level is in progress.				
WEST DREDGEPARTN				
No. 9 Sub-Vertical Shaft-W. The excavation of winder chambers on 21 Level continued and civil work for the installation of the little winder on 22 Level was commenced. The sloping of the station layout and excavation of the pump chamber on 22 Level are in progress.				
ORE RESERVES AT 30 JUNE 1990. The detailed ore reserves will be published in the annual report. At the prevailing pay limit the reserves are as follows:				
West Dredges (Pay limit 6.5 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	5 652 000	157	24.8	3 894
Kloof Reef	380 000	150	10.5	1 995
Libanon Reef	40 000	149	12.7	1 892
Total and averages	4 072 000	159	23.5	3 705
Leedoodraa (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	667 000	141	19.1	2 693
On behalf of the board				
C. T. Fenton	M. J. Tagg	Directors		
5 July 1990				

Kloof

Kloof Gold Mining Company Limited

(Registration No. 64/0446/06)

ISSUED CAPITAL: 121 100 000 shares of 25 cents each, fully paid.

	Quarter ended 30 June 1990	Quarter ended 31 March 1990	Year ended 30 June 1990	
OPERATING RESULTS				
Gold				
Ore milled (t)	540 000	540 000	2 160 000	
Gold produced (kg)	6 275.5	5 814.0	25 825.0	
Yield (g/t)	11.6	10.8	12.0	
Price received (R/t/kg)	51 411	33 652	32 522	
Revenue (R/t/milled)	365.64	362.90	389.47	
Cost (R/t/milled)	214.20	197.51	198.04	
Profit (R/t/milled)	151.44	165.39	192.62	
FINANCIAL RESULTS (R000)				
Working profit, Gold	81 779	89 311	416 073	
Net sundry revenue	6 085	7 805	32 526	
Profit before tax and State's share of profit	87 860	97 175	446 311	
Tax and State's share of profit	(27 814)	1 915	15 157	
Profit of profit	115 674	95 261	431 174	
Capital expenditure	135 749	84 711	337 430	
Dividend	54 499	—	127 155	
Issue of debentures	—	—	35 425	
CAPITAL EXPENDITURE				
(a) The unexpended balance of authorised capital expenditure at 30 June 1990 was R646.4 million.				
(b) Included in the total of capital expenditure for the quarter ended 30 June 1990 is an amount of R106.8 million in respect of Leedoodra.				
DIVIDEND. A dividend (No. 41) of 45 cents per share was declared on 12 June 1990, payable to members on or about 8 August 1990.				
SUMMARY				
No. 4 Sub-Vertical Shaft-E. The establishment of the intermediate pump chamber continued and no sinking was done.				
No. 1 Sub-Vertical Shaft-L. The changeover to underground hoisting arrangements continued and the equipping of the headgear portion was completed. The equipping of the shaft down to 29 Level for sinking operations was started. The commissioning of the lobby winder was completed and commissioning of the rock winder was started.				
The surface ventilation shaft was commissioned with one fan operating.				
ORE RESERVES AT 30 JUNE 1990. The detailed ore reserves will be published in the annual report. At the prevailing pay limits the reserves are as follows:				
Kloof (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	3 652 000	157	24.8	3 894
Kloof Reef	380 000	150	10.5	1 995
Libanon Reef	40 000	149	12.7	1 892
Total and averages	4 072 000	159	23.5	3 705
Leedoodra (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	667 000	141	19.1	2 693
On behalf of the board				
C. T. Fenton	M. J. Tagg	Directors		
5 July 1990				

Libanon

Libanon Gold Mining Company Limited

(Registration No. 05/0831/06)

ISSUED CAPITAL: 40 000 000 shares of 20 cents each, fully paid.

	Quarter ended 30 June 1990	Quarter ended 31 March 1990	Year ended 30 June 1990	
OPERATING RESULTS				
Gold				
Ore milled (t)	425 000	415 000	1 710 000	
Gold produced (kg)	2 757.7	1 749.9	7 265.6	
Yield (g/t)	4.3	4.2	4.2	
Price received (R/t/kg)	51 444	33 742	32 527	
Revenue (R/t/milled)	136.17	142.20	138.43	
Cost (R/t/milled)	145.25	143.57	138.15	
Profit (R/t/milled)	(13.08)	(0.87)	0.29	
FINANCIAL RESULTS (R000)				
Revenue (R000)	55 328	59 138	286 720	
Cost (R000)	60 881	59 497	236 246	
Profit (R000)	(5 559)	(4 359)	474	
CAPITAL EXPENDITURE				
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(b) The unexpended balance of authorised capital expenditure at 30 June 1990 was R646.4 million.				
ORE RESERVES AT 30 JUNE 1990. The detailed ore reserves will be published in the annual report. At the prevailing pay limit the reserves are as follows:				
Libanon (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Working (loss)/profit, Gold	(5 359)	1 3		

INTERNATIONAL CAPITAL MARKETS

BP's debt strategists wave the stars and stripes over their British home

Andrew Freeman talks to the UK-based oil multinational about its reputation for efficient borrowing through sophisticated use of markets

British Petroleum has many of the attributes of a US corporation. Its principal earnings come from a dollar-based commodity, oil. Around 40 per cent of its assets and nearly a third of its staff are in the US. And all internal management information is described in dollars, despite

The result was a decision to fund the company mainly in dollars and set up a series of ratios to guide the finance department, from which it can deviate if it sees chances to provide value for shareholders.

This has affected its borrowing programme. Since 1985, BP has been to the capital markets nearly 70 times. The \$7.7bn of funds raised were in or swapped into dollars.

BP's borrowings currently total \$13bn, of which about \$3bn is in short-term debt dominated by a single US commercial paper programme. That is outside BP's target ratio of 50:50 for long-term to short-term debt, but Mr Percy says this is mainly because of the impact of "short-term debt is the shock absorber we use to control the ebb and flow of the business."

It was also decided in 1985 that the exposure to debt within BP's overall capital structure should remain in a "comfort zone" of between 30 per cent and 40 per cent. That translates to around 6.5 times the group's average internal cash generation.

DEBT ISSUES SINCE 1985 (\$Bn)

Euromarket
Yankee straights
Euro sterling
Euro £
Euro Nzs
Dual currency
Ecu
Singapore \$
Total:

\$1.67
2.05
0.42
0.275
0.175
0.28
0.128
0.02
5.71

Principal amounts reduced.
Excludes Euroclear OH issues

BP logo

BP's requirement to produce sterling-denominated accounts. Its decision five years ago to identify itself as a dollar-based group thus made sense. According to Mr Steve Percy, head of BP Finance: "The origins of our current funding philosophy lie in a financial strategy created in 1985 when we looked at the parameters which were applicable to BP."

However, Mr Peter Smyth, head of corporate finance, says: "We're willing to stretch that where there is the discipline to restore it. We call these calculated deviations for value. For example, we are still pulling it back after our \$7.6bn Standard Oil minority purchase in 1987."

The ratio peaked in the first quarter last year at about 50 per cent, and is now back to roughly 42 per cent. "We're getting back towards a flat debt book," says Mr Smyth, "so that funding is currently out of internal cash flows."

To hold the book flat, BP will have to tap the market when

existing debts mature. The group's ideal average maturity for its debt portfolio is 10 years, but the actual figure is now about nine years. Mr Smyth estimates that over 1991-93, BP will need to raise up to \$3bn to refinance maturing debt.

This makes the group one of the few potential corporate users of the new global bond structure - allowing issues to be launched simultaneously worldwide - which has become fashionable for large borrowers.

Mr Smyth thinks the Eurobond market is accepting US-style registered bonds more readily than it did in the past, but questions whether the global structure has proved that it offers a cost/liquidity advantage.

However, it is BP's use of aggressive liability management that is giving it a repartition for sophistication. "Around one year ago we decided to become more systematic and proactive in our interest rate exposure management," says Mr Andrew Mackenzie, a capital markets executive.

That allowed BP to decide when to tap the markets without worrying about interest rates on the new issues. The group's debt is evaluated as a portfolio requiring exposure management.

The motive was simple - "to lower the cost of debt," says Mr Smyth. "By actively managing our debt book, we can translate

the last year alone, to change the group's mix of fixed and floating-rate debt. BP has used more than \$1bn worth of swaps, mostly small transactions.

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Southern Water makes £60m

By Clare Pearson

SOUTHERN WATER yesterday emerged as one of the water companies hardest hit by the drought when it said that in spite of taking measures to maintain supply it had been forced to impose a hosepipe ban in Kent and parts of Sussex.

Mr William Courtney, chairman, said that if the dry weather persisted Southern expected to spend close to last year's £500,000 on short-term works to maximise borehole supplies and improve distribution.

Capital expenditure this year is expected to be about the same as last year.

Southern's pre-tax profits for the year to end-March were £60.1m, 5 per cent higher than last year. On a pro forma basis, the figure stood at £54.1m, against the £51m forecast. Pro forma earnings per share were 46.4p, 4 per cent ahead of forecast, but the recommended dividend of 10.02p was as promised.

Commissioning trials at a Worthing wastewater plant were indicating compliance with the EC bathing beach directive would be achieved with capital expenditure well

below that originally forecast and within a much reduced timetable.

He said Southern was now looking at more economical solutions, which usually means they can be achieved more quickly. These had already planned the company complete investment work last year at a cost of £126m, below that forecast in the flotation prospectus last November.

However, the bulk of the 5 per cent saving came from the decline in housing starts in the region, causing deferral of planned new developments.

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The construction of extra reservoirs to combat Southern's water resource problem forms an important part of its long-term capital programme.

Mr Courtney said he saw considerable opportunities for the six "enterprise" subsidiary companies which had been created from aspects of the core business — such as plumbing and laboratory services. The joint venture with Saur (UK), Stalwart Environmental Services, had been tendering for local authority refuse collection and cleansing contracts.

Turnover was £225.5m (£204.1m).

Southern's dividend yesterday marked the final announcement from the 10 water companies. Accordingly, it was also announced that a net dividend of £103.23 on the package of shares in all the companies, tradeable until July next year, is being recommended.

COMMENT

With these figures, Southern wrapped up the reporting season for the 10 water companies. Like all the others, it has comfortably exceeded its flotation profits forecast and appears to have made a good start on its capital expenditure programme. It is suffering more from low water supplies than the others, but the relatively insignificant figure it put on the cost of the drought only went to show how much that factor can be overplayed.

How the companies handle their expenditure programmes is of course the key to their success. For this reason, some water followers do not favour Southern: it has the smallest programme, and therefore the most scope for developing non-core activities in the short-term. Therefore, it among the riskier bets.

Southern is expected to make pre-tax profits of about £85m this year; the shares prospectively yield nearly 8 per cent, but there is better value elsewhere in the sector.

Babcock extending cross border alliances

By Charles Leadbeater, Industrial Editor

BABCOCK International is negotiating a series of alliances with other power generation companies in the wake of a string of cross-border deals in the sector in the past year.

The company's annual report published yesterday, the first since Babcock was demerged last August from the FFI group, says "strategic alliances in the energy sector are being negotiated with European and US companies."

The disclosure fuels speculation of a possible alliance with Siemens, the West German engineering and electronics group.

Babcock is supplying the waste-heat recycling boilers for the 900MW power station Siemens is building at Killingholme, Humberside, for PowerGen, one of the successor companies to the CEGE.

It is thought that the relationship between the two companies have established over the Killingholme order could be the catalyst for wider collaboration.

Following a series of cross-border ventures formed in the last two years, such as the alliance between the General Electric Company and Alstom of France, Siemens is thought to be keen to establish a relationship with another company in the energy sector.

Babcock International signalled its intention to form international joint ventures earlier this year through its joint marketing agreement with Alstom Pyropower, the Californian manufacturer of clean, coal burning power plants in the 50-200MW range.

The company is also considering expanding its manufacturing site at Renfrew in Scotland, possibly by building a pilot plant where new products could be tested.

The annual report says the group is seeking acquisitions to add to its construction and process plant contracting division, which will be expanded with the establishment of a centre in north-east England.

The report shows that Lord King, the chairman of Babcock and, also, of British Airways, where he has been criticised for the scale of his pay increases, was paid £160,182.

Mr Oliver Whitehead, Babcock's chief executive, was paid £180,842, with share options worth more than £750,000.

Lord King, in his statement as chairman, confirmed that the facilities management division was negotiating for the contract to run the Government's atomic weapons activities, principally at Aldermaston in Berkshire. The group is also exploring opportunities for further dockyard management contracts overseas.

The report says that Babcock Thorn, the joint venture with Thorn-EMI to manage the Rosyth naval dockyard continued to improve its performance in spite of significant changes to naval programmes.

Ferranti gets time for refinancing talks

By Michael Skapinker

FERRANTI International, the electronics company, has received a one-month extension from the underwriters of a proposed £62.38m loan stock issue.

The extension, until the end of August, is to allow the group to reach agreement with its bankers on a new refinancing package.

The loan stock issue was proposed earlier this year to enable Ferranti to meet cash generation targets set by its bankers.

The creation of the loan stock would need the agreement of an extraordinary general meeting.

Mr Eugene Anderson, chairman, said last month that he was discussing a new financing package with the group's bankers which would assist it in paying suppliers and meeting future redundancy costs.

He said that the reduction in the number of Ferranti divisions from five to three would provide considerable scope for rationalisation.

The need for fresh finance became necessary when the group discovered last year that it had fallen victim to a alleged £215m fraud involving International Signal and Control, its US subsidiary. Ferranti has already raised more than £400m from the disposal of assets, including the sale of its defence systems group to GEC.



Sclater cuts out the dash at Berisford

By Clare Pearson

MR JOHN SCLATER, who took over the executive chairmanship of Berisford International in March, could hardly cut a figure more different from that of his predecessor, Mr Peter Butler, have moved up to the board.

Gone are the days when Berisford was an expanding trading group and when it was impossible to mention Berisford's name without conjuring images of the flamboyant, bulky figure of "Mang", now in his mid-sixties.

Instead Mr Sclater projects a reserved and more decorous image which was on full display yesterday as he sombrely announced the sugar and property group's grim interim results.

It has fallen to Mr Sclater, 49, previously a behind-the-scenes non-executive, to take control during this dismal period of the company's history as it seeks to unbundle the old management.

A number of members of "Mang's" old team remain, notably Mr Peter Jacobs, chief executive; and two divisional directors from the food side of the business, Mr Peter Jackson and Mr Peter Margulies.

However, Mr Sclater has also recruited people. As non-executives, there are Sir John Egan, chief executive of SAA, and Mr Brian Smith, former chairman of MB Group, the building products and security printing company with interests in packaging.

In the latest Berisford appointment, announced a week ago, Mr Murray Stuart, also from MB Group, is to become finance director in the place of Mr Philip Aeroberg.

The task ahead of them is daunting. Berisford yesterday announced pre-tax profits for the half-year to end-March of £21.4m (£36.4m). But after provisions and write-offs there was a loss of £164.5m (£17.7m).

NEWS DIGEST

Burtonwood 13% ahead to £4.2m

BURTONWOOD

Brewery, Cheshire-based brewer, lifted

pre-tax profits by 13 per cent

from £3.7m to £4.2m in the

year to March 31. Turnover rose 14 per cent to £40.32m,

against £36.41m.

The chairman said that in difficult trading conditions

beer volumes had increased by 5 per cent. He added that the retail trade had expanded during the year and the company had increased the size of its managed-house estate and acquired more off-licences.

A final dividend of 3.28p (3.25p) is proposed, to raise the total for the year to 3.98p (3.55p). Earnings per share worked through at 18p (11.5p) after tax of £1.05m (£1.3m).

Recovery as Shield turns in £0.64m

Shield Group, a residential property developer and estate agent which came to the market in October 1988, reported a partial recovery from £84,000 to £64,000 in pre-tax profits for the year to March 31 on turnover which halved from £14.75m to £7.35m.

A sharp increase from £713,000 to £1.27m in net interest receivable gave profits a lift but after tax of £308,000 (£24,000).

Net assets rise at Fleming American

Fleming American Investment Trust had a net asset value of 194.5p at June 30, compared with 189.6p a year earlier.

Net revenue for the half year, after management expenses up from £391,000 to £500,000, an increased interest charge of £740,000 (£681,000) and a slightly reduced tax charge of £485,000 (£487,000), grew from £267,000 to £303,000.

Earnings per share came out at 0.89p (0.65p). The interim dividend is unchanged at 0.5p.

Leslie Wise improves to £2.14m

Leslie Wise, the textile group, raised pre-tax profits by 20 per cent and sales by 38 per cent in the six months to May 31. The profits increase from £1.76m to £2.14m was scored on sales of £19.39m.

The interim dividend is raised to 1.75p (1.5p) on earnings per share of 4.24p (3.7p).

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any securities. Application has been made to the Council of The Stock Exchange for admission to the Official List of all the Ordinary shares (issued, now being issued and to be issued pursuant to the exercise of Warrants) and the Warrants of Latin American Investment Trust PLC. It is expected that listing will become effective and that dealings in the Ordinary shares with Warrants attached (in units of five Ordinary shares and one Warrant) will commence on 12th July, 1990.

Latin American Investment Trust PLC

(Incorporated in England under the Companies Act 1985 — Registered No. 2479975)

placing by

S.G. Warburg Securities

of up to

80,000,000 Ordinary shares of US\$0.10 each

(with 16,000,000 Warrants attached)

at US\$1.00 per share

in the form of up to 16,000,000 units ("Units") of five Ordinary shares with one Warrant attached at a price of US\$5.00 per Unit

Share Capital
(assuming full subscription under the placing)

Authorised in Ordinary shares of US\$0.10

Issued and now being issued US\$8,000,000

Latin American Investment Trust PLC ("LAIT") is to be a new investment trust which will be managed by Latin American Securities Limited and will invest principally in Latin American equity markets with the objective of achieving long term capital appreciation. Initially, LAIT will invest in Argentina, Brazil, Chile, Mexico and Venezuela, the five major Latin American economies. James Capel & Co. Limited are second distributors to the placing. Listing particulars of the Company are available in the statistical services of Excel Financial Limited. Copies of such particulars will be available during normal business hours on any weekday, Saturdays and Bank Holidays excepted, up to and including 20th July, 1990 from:

Latin American Investment Trust PLC, S.G. Warburg Securities, James Capel & Co. Limited, 1 Laurence Pountney Hill, 1 Finsbury Avenue, London EC4R 0EA, London EC2M 2PA, 6 Bevis Marks, London EC3A 7JQ

Copies of the listing particulars are also available from the Company Announcements Office, The International Stock Exchange, 46 Finsbury Square, London EC2A 1DD, up to and including 10th July, 1990.

6th July, 1990

SOUTHERN WATER plc A YEAR OF ACHIEVEMENT.

Year Ended 31 March 1990

	RESULT	PROSPECTUS FORECAST
Profit before tax	£60.1m	£57.0m
Pro-forma earnings per share	46.4p	44.5p
Dividend per share	10.02p	10.02p

"This has been a year of achievement for Southern Water:

Profit before tax was 5% ahead of the prospectus forecast

Expenditure on capital works of £126 million increased by 41% over the previous year

Further improvements in the quality of drinking water, and the environmental impact of our waste water services, remain a top priority.

We are improving operational efficiencies and continuing to seek out lower cost solutions to capital works

Our six enterprise subsidiaries have made encouraging progress.

I am confident we have the foundations, together with the commitment, to build a successful future."

WILLIAM J. W. COURTNEY, CBE.
EXECUTIVE CHAIRMAN

1989/90 Report and Accounts will be available from August 6, 1990. Copies may be obtained from Graham Nicholson, Company Secretary, Southern Water plc, Southern House, Worthing, West Sussex BN13 1NK. Telephone: (0903) 644444.

Southern Water plc making water work



ENERGY INTERNATIONAL N.V.
*(Incorporated with Limited Liability
in the Netherlands Antilles)*

Shareholders in the Fund are convened to attend the Annual General Meeting of shareholders to be held on Tuesday, 31st July, 1990 at 10.00 a.m. at the registered office of the Fund at Pietermaai 15, Willemstad, Curacao, Netherlands Antilles.

The items on the agenda are:

- (1) Approval of the Report of the Board of Management on the Fund's affairs for the year from 1st April, 1989 to 31st March, 1990.
- (2) Approval of the balance sheet as at 31st March, 1990 and of the statement of operations for the year ended 31st March, 1990.
- (3) Ratification of the actions of the Board of Management for the year ended 31st March, 1990.
- (4) Approval of a payment of a dividend of US\$3.00 per share for the year ended 31st March, 1990 subject to such change as may be advised by the Auditors as necessary to obtain United Kingdom distributor status for the Fund.
- (5) Election of the Members of the Board of Management.
- (6) Amendment of the Articles of Incorporation to:
 - (i) allow a private placement of shares in the United States of America;
 - (ii) introduce a provision to defer redemption requests;
 - (iii) detail the conditions under which the Board of Management may suspend net asset value per share calculation;
 - (iv) reduce the initial charge, abolish the redemption charge and permit share prices to be adjusted for dealing costs;
 - (v) update the valuation procedure;
 - (vi) make various minor or technical changes relating to the operation of the Fund and to make any consequential amendments to the Articles as a result of the foregoing.

Shareholders are advised that copies of the Circular to Shareholders and Explanatory Note detailing the changes proposed to the Articles of Incorporation are available from the registered office of the Fund and the following paying agents:

Banque Internationale à Luxembourg S.A.,
2 Boulevard Royal,
Luxembourg
Commerzbank A.G., Westdeutsche Landesbank Girozentrale,
Breite Strasse 25, Friedrichstrasse 56,
4000 Düsseldorf 1, 4000 Düsseldorf 1,
West Germany

In order to attend the Meeting in person or by proxy and to have their votes registered at the Meeting holders of bearer shares must deposit their share certificates (or a deposit receipt for the share certificates) mentioning their names, addresses and nationalities at the registered office of the Fund not later than 24th July, 1990.

6th July, 1990.

By order of the Board of Management

**Rowe Evans
INVESTMENTS PLC**

1989 1988

GROUP PROFIT AFTER TAXATION £2,170,000 £1,909,000

EARNINGS PER SHARE 5.40p 4.76p

DIVIDEND PER SHARE 2.00p 2.00p

- Improving oil palm crops in group and related companies against background of weakening commodity prices.
- Higher interest receivable, investment gains and exchange gains.
- Lower tax charge due to reduction in ACT write-off.

Copies of the 1989 report and financial statements may be obtained from M. P. Evans (UK) Limited, Tubs Hill House, London Road, Sevenoaks, Kent TN13 1DG (Telephone 0732 741700, Fax 0732 740640).

OIL PALM AND RUBBER PLANTATIONS
IN INDONESIA AND MALAYSIA

LLOYDS EUROFINANCE NV

Pursuant to the listing on The International Stock Exchange of debt securities of Lloyds Eurofinance NV, copies of that company's audited accounts for the year ended 31 December 1989 are available from:

THE SECRETARY, LLOYDS BANK PLC,
71 LOMBARD STREET, LONDON EC3P 3BS.

**Notice To Holders
Of**
PENGO FINANCE N.V.
 8½% Convertible Subordinated Debentures Due 1995
 Guaranteed by Pengo Industries, Inc.

On April 27, 1990 the United States Bankruptcy Court for the Northern District of Texas, Fort Worth Division (the "Bankruptcy Court"), entered an Order Confirming Corrected Post-Confirmation Modifications Pursuant to Section 11.27(f) to the First Amended Plan of Reorganization (the "Plan") of Pengo Industries, Inc. ("Pengo") and Pengo Finance N.V. The Plan provides for a distribution of cash to Pengo Finance N.V. in the form of 8½% convertible Subordinated Debentures due 1995 (the "Debentures") of a proportionate share of (i) cash in the amount of \$1 million and (ii) \$2,000,000 principal amount of a new subordinated 10% note issued by Pengo, due in 5 years.

In order to receive a distribution, holders of Debentures should obtain a Letter of Transmittal from Chemical Bank, as trustee, at one of the addresses set forth below:

By Mail

Chemical Bank
55 Water Street-Room 1820
New York, NY 10041
Attention: Kevin Main

Chemical Bank
55 Water Street-Room 224
2nd Floor-North Building
New York, NY
Attention: Corporate Tellers

Chemical Bank
180 Strand
London WC2R England

In order to receive a distribution account of the Debentures, a holder must present Debentures with the Debenture 1, 1990 and all subsequent coupons attached together with the completed Letter of Transmittal, required Federal Income Tax Reporting Forms to Chemical Bank, as Trustee, New York, New York on or prior to May 8, 1991.

Payments made on account of Debentures will be made net of the unreimbursed fees and expenses of Chemical Bank as Trustee under the indenture pursuant to which the Debentures were issued and as disbursing agent under the Plan.

To the extent that (1) Debentures are not surrendered on or prior to May 8, 1991 or (2) the Trustee's fees and expenses are reimbursed pursuant to the provisions of the Bankruptcy Code or (3) disputed Class 5 claims are resolved, then an additional distribution will be made by the Trustee to holders entitled to such.

Dated: July 6, 1990

Chemical Bank

UK COMPANY NEWS
**Anglo Utd
chief gets
73% rise
to £178,342**

By Jane Fuller

MR DAVID McErlain, chairman of Anglo United, the fuel distribution group which last year paid £478m for the much larger Coalite Group, has had a 73 per cent pay increase.

His remuneration this year is £178,342, compared with last year's figure of £108,340.

Directors' pay rises have been the subject of government concern.

Last year Mrs Thatcher said some increases appeared

**Norton accelerates to £0.86m
and bikes return to the black**

By Graham Deller

NORTON, a quintessential ingredient of the once-dominant British motorcycle industry through its Dominator and Commando machines, is again making profits for its latest owners.

Norton Group, which gained a main market listing last year via the reverse takeover of Minty, yesterday announced that its £1 machine, which retails at £13,000, had finally come into full production in May of this year.

Mr Philippe Le Roux, chief executive, said the motorcycle division was now operating profitably and current order

books stand at eight months production - and that before the highly-regarded superbike is launched into the lucrative US market.

The announcement accompanied the group's results for the year to April 28 which showed taxable profits accelerating to £858,000 (£244,000).

The main contributor to profits, however, was the rather more staid Pro-Fit US pipe fitting and flange distributor, which performed well in spite of encountering pressure on margins in the second half of the year, reflecting increased competition and the weaker US

economy, particularly in the mid-east.

In contrast, Norton's rotary engine business moved into the black in the second half following a US Navy contract to supply engines for unmanned aerial vehicles.

Turnover, reflecting the performance of the Minty furniture business, dipped to £19.09m (£23.33m).

Mr Le Roux said that turnover of the two ongoing operating businesses expanded by some 15 per cent to £14.3m.

Earnings per share advanced

strongly to 8.1p (2.8p) and the proposed dividend (special interim of 0.47p).

NEWS DIGEST
**Rowe Evans
declines 9%
to £3.3m**

Its 48 per cent ahead at £1.64m in the six months to the end of April, against £1.15m.

The US hotels contributed operating profits of £2.76m but there was the usual seasonal loss in the Channel Islands.

The company, formerly Leisure International, said the US result reflected a full contribution from the Premier Group of hotels and two other hotels acquired in spring 1989. Country Care Homes, the nursing home business, made a profit of £250,000 (£310,000).

The pre-tax figure was struck after net interest charges of £248,000, against interest received last time of £207,000. The comparatives also included property disposal surplus of £100,000.

After tax of £328,000 (£325,000) earnings per share amounted to 1.8p (1.6p). There is an interim dividend this time of 0.5p.

**Stewart & Wight up
35% to £252,378**

Stewart & Wight, the property investment company, yesterday reported a 35 per cent increase from £186,546 to £252,378 in pre-tax profits for the year to end-March.

Rental income rose to £296,777 (£189,398), and there was a nil depreciation charge this time, compared with £274,000. Tax took £90,020

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Neville Woodcock
on 071 873 3365

or write to him at :

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Southwark Bridge
London
SE1 9HL

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

**DESK TOP
PUBLISHING**

The Financial Times proposes to publish this survey on:

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Joanna Shacklock
on 071 873 3269

or write to her at :

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**FT FINANCIAL TIMES
INTERNATIONAL CONFERENCES**
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For information please return this advertisement, together with your business card, to:

**FT Financial Times
Conference Organisation**
126 Jermyn Street, London SW1Y 4UJ
Alternatively,
Telephone: 071-925 2323
Telex: 27347 FTCONF G Fax: 071-925 3125

UK COMPANY NEWS

Earnings static at 29.4p due to deferred payments on acquisition

First Technology rises to £6.7m

By Nikki Tait

FIRST TECHNOLOGY, the automotive, fire, security and safety systems group, yesterday reported flat earnings for the year to end-April, although pre-tax profits moved ahead from £5.56m to £6.71m.

The company, which fought a long and ultimately unsuccessful battle for control of the Ricardo engineering design group, saw turnover rise by 35 per cent to £41.49m, while operating profits advanced from £5.42m to £6.86m. Overseas sales accounted for three-quarters of the total.

However, deferred profit-related payments on an earlier acquisition helped to create a near-static earnings per share figure of 29.4p (29.1p). Tax took £2.28m (£1.99m).

Undeterred, First Technology is increasing its final dividend from 5p to 6p, making 9p (7.5p) for the year.

Yesterday, it suggested that the disparity between the flat earnings picture and dividend

growth reflected the board's "belief in the business." The shares eased 5p to 365p.

During the year, four companies were acquired, again on an "earnout" basis. These were: Alderson Research Laboratories, which makes crash dummies; Ampro, a Detroit-based specialist staff agency; Falcon, which supplies environmental control and warning systems; and Fleming, a UK engineering consultancy.

Significant relocation of businesses also took place, with the UK sensor design and production operation moving to Farnborough and ARL shifting to Detroit.

The company said it saw "a weakening in some key sectors" during the second half, notably the US car market which was particularly depressed around the turn of the year.

GM, for example, postponed its "active suspension Corvette" sports car, where First

Technology had been specified as sole supplier for certain electronic sensors.

The figures suffer from a £242,000 interest charge, against £321,000 earned last time. Gearing is running at around 20 per cent.

Capital expenditure totalled about £4m last year. A somewhat lower figure is expected in the current trading period.

■ COMMENT

First Technology has already undergone quite a re-rating: the shares have fallen from a high of 520p in June 1989 – and the question is whether this process has finished. The company, and some of its City followers, are apt to focus on the longer-term prospects. Moves towards what the chairman terms "the user-friendly, greener car", coupled with rising safety standards, imply a growth market for First Technology's products. Be that as it may, mat-



Trevor Humphries

53% advance for Southern Business

Swedes buy 55% stake in NUL

By David Barchard

STOCKHOLM RE, the Swedish reinsurance company, is to buy a 55 per cent stake in National Underwriters (Re-Insurance) Limited (NUL), owned by National Employers Mutual General Insurance Association which became insolvent in May after incurring losses of more than \$200m (£132m).

The deal means that Lansforsakringsbolagarna (LF) Group of Sweden will have a total share

holding of 94.12 per cent in NUL.

NUL is Bermuda-based and handles marine and non-marine business. It has a management and underwriting agreement with Bristol Reinsurance Limited, a wholly-owned subsidiary of the Nialsas Group.

LF Group indicated yesterday that the acquisition of NUL, for an undisclosed amount, was part of the Victory Group.

group's global strategy to increase marketing efforts in Scandinavia and Europe and achieve a better territorial spread for its reinsurance portfolio.

Stockholm Re, one of Sweden's largest domestic insurers with a premium volume of £590m in 1989, is already present in the London market with a UK subsidiary which bears its name and is managed by the Victory Group.

F&C launches Latin American trust in Brazilian bank joint venture

By Nikki Tait

A NEW Latin American investment trust is being launched by Foreign & Colonial fund management group in conjunction with Banco de Investimento Garantia, a private Brazilian bank.

It is the first London-listed trust to specialise in the region overall.

Up to £80m-worth (245m) of ordinary shares, with warrants attached, are being placed

among institutional investors. F&C said yesterday that £75m-worth had been firmly placed, with its own in-house funds taking about 7.5 per cent of the total – although this may be scaled down.

The trust, which has an initial 15-year life, will be managed by Latin American Securities, a joint venture between F&C and the Brazilian bank. The annual management fee is 1.5 per cent.

The aim is "long term capital appreciation", and the fund will spread its holdings through the major economies in the area.

The proposed initial allocation puts 35 per cent of the fund's assets in Mexico and a similar amount in Brazil; 15 per cent in Chile; and 7.5 per cent each in Argentina and Venezuela.

Battle for SeaCon cost Tiphook £17m

By Andrew Hill

TIPHOOK, the UK container rental company, spent £17m on last year's hostile bid for Sea Containers, roughly half of what the Bermuda-registered container and ferries group spent defending itself.

The bid itself failed, but Tiphook still joined the giants of the global industry when it bought 200,000 dry cargo containers from Sea Containers.

The cost of the acquisition was written off against the value of the new assets in Tiphook's balance sheet.

The Sea Containers deal has transformed Tiphook into one of the world's three largest container rental groups – alongside US rivals, Itel and Gensstar – and made Mr Robert Montague, Tiphook's chairman, a happy man.

Yesterday he was revelling in the company's success at a press conference in the Savoy Hotel, where Tiphook revealed profits had nearly doubled last year. Analysts reckon profits should at least double during 1990-91.

Mr Montague founded Tiphook in south London 12 years ago with just 150 containers. In 1988-89 he earned £370,000, and, on paper at least, he is £280,000 better off this morning than he was yesterday, and Tiphook's shares jumped 21p to 567p on the results.

COLCHESTER AND NORTH EAST ESSEX

The Financial Times proposes to publish this survey on:

20th July 1990

For a full editorial synopsis and advertisement details, please contact:

Dominic Good
on 071 873 3376

or write to him at:

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London
SE1 9HL

FINANCIAL TIMES
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NORTH WEST ENGLAND FINANCIAL & PROFESSIONAL SERVICES

The Financial Times proposes to publish this survey on:

16th July 1990

For a full editorial synopsis and advertisement details, please contact:

Brian Heron
061-834 9381
Telex: 666813:
Fax: 061-832 9248

Financial Times
Alexandra Buildings
Queen Street
Manchester M2 5HT

FINANCIAL TIMES
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Series SM-1994-J Cusip No. 313586 Q 51
Callable on or after July 11, 1992

Price 100%

\$600,000,000

9.15% Debentures

Dated July 10, 1990 Due July 10, 2000
Interest payable on January 10, 1991 and semiannually thereafter.
Series SM-2000-F Cusip No. 313586 Q 69
Callable on or after July 10, 1993

Price 100%

The debentures of July 11, 1994 and the debentures of July 10, 2000 are redeemable on or after July 11, 1992 and July 10, 1993, respectively, in whole or in part at the option of the Corporation at any time (and from time to time) on or after the initial redemption date. The redemption price of the debentures of July 11, 1994 will be 100% of the principal amount redeemed plus accrued interest thereon to the date of redemption. The redemption price of the debentures of July 10, 2000 will be 100% of the principal amount redeemed plus accrued interest to the date of redemption, plus one-half the coupon rate on the debentures, plus accrued interest on the amount redeemed. The redemption price of the debentures of July 10, 2000 will decrease on each successive interest payment date, as will be set forth in the supplement to the Guide to Debt Securities Information, dated July 10, 1989, relating to those debentures. The amount payable at maturity will be equal to 100% of the then outstanding principal balance, plus accrued interest.

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States and are issued under the authority contained in Section 304(d) of the Federal National Mortgage Association Charter Act (12 U.S.C. 1716 et seq.).

This offering is made by the Federal National Mortgage Association through its Senior Vice President-Finance and Treasurer with the assistance of a nationwide Selling Group of recognized dealers in securities. Debutantes will be available in Book-Entry form only. There will be no definitive securities offered.

Gary L. Berlin
Senior Vice President-Finance and Treasurer
3800 Wisconsin Avenue, N.W., Washington, D.C. 20016

Linda K. Knight
Vice President and Assistant Treasurer

This announcement appears as a matter of record only. This announcement is neither an offer to sell nor a solicitation of an offer to buy any of the debentures.

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange and does not constitute an invitation to any person to subscribe for or purchase shares. Listing has been granted by the Council of The Stock Exchange for all of the issued share capital of General Accident plc to be admitted to the Official List. Dealings in the shares of General Accident plc are expected to commence on Friday, 6th July, 1990. The listing has been sponsored by Hoare Govett Corporate Finance Limited.

GENERAL ACCIDENT plc
(incorporated in Scotland, Registered No. 119503)

Share Capital
Authorised £136,000,000
Ordinary shares of 25p each
Issued and fully paid £107,884,539

Pursuant to a Scheme of Arrangement between General Accident Fire and Life Assurance Corporation p.l.c. ("the Corporation") and the holders of its ordinary shares and convertible loan notes, General Accident plc has become the holding company of the Corporation and its subsidiaries.

Listing Particulars relating to General Accident plc have been circulated in the statistical services of Etxel Financial Limited. Copies of the Listing Particulars dated 6th July, 1990 may be obtained during normal business hours (excluding Saturdays), up to and including 10th July, 1990, from The Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD and up to and including 23rd July, 1990 from:

General Accident plc
Pitheavies
Perth PH2 0NH

Hoare Govett Corporate Finance Limited
Security Pacific House
4 Broadgate
London EC2M 7LE

6th July, 1990

LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION
IN THE MATTER OF: BARRY QUARRY LIMITED
- and -
IN THE MATTER OF: THE COMPANIES ACT
1985

NOTICE IS HEREBY GIVEN that a Petition was on the 22nd June 1990 presented to Her Majesty's High Court of Justice for the confirmation of the reduction of capital of the above-named Company from £200,000,000 to £207,182,200
AND NOTICE IS FURTHER GIVEN that the said Petition is directed to be heard before the Honourable Mr Justice Scott at the Royal Courts of Justice, Strand, London, WC2A 2LJ, on Monday 16th July, 1990.
Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order confirming the said reduction of Capital should appear at the time of hearing in person or by Counsel for just cause shown.
A copy of the said Petition will be furnished to any such person requiring the same by the undersigned Solicitors on payment of the usual charge for the same.
Dated this 8th day of July 1990
Matters Mortgaged
10 Newgate Street
London EC1A 1BD
(Ref: T.R.O.)
Solicitors for the above-named Company

RETAILING**WEST ENGLAND
FINANCIAL &
PROFESSIONAL
SERVICES**

The Financial Times
proposes to publish this
survey on:

16th July 1990

For a full editorial
synopsis and advertisement
details, please contact:

JONATHAN WALLIS
on 071 873 3565
or write to him at:

Number One
Southwark Bridge
London SE1 9HL

Weir launches £29.6m rights to fund acquisitions

By Jane Fuller

WEIR GROUP, the Glasgow-based engineering concern that specializes in pumps and valves, is launching a £29.6m rights issue to fund two acquisitions.

The I-for-5 issue, at 25p per share, will be mainly devoted to the £20.5m purchase of Strachan & Henshaw from Pembridge Investments, the acquisitions vehicle of Mr Roland Franklin. The sale is part of Pembridge's break-up of DRG, the paper, packaging and engineering group it took over for £27m last November.

Lord Weir, chairman, said Strachan would take his group into a new field - handling equipment for difficult materials, such as nuclear waste. The contractor fitted in with Weir's strategy of being in "specialist engineering products with a high design element".

Strachan last year made pre-tax profits of £7.65m on sales of £73.81m. Net assets were £2.94m and Lord Weir said a property revaluation would leave residual goodwill of about £15m to be written off against the share premium.

Without the issue the group would have had a considerable goodwill problem, he said.



Lord Weir: Strachan purchases group into new field

One bonus is that Strachan comes with £27.5m cash, although much of this was advance payments on contracts. Weir had about £18m in the bank at the year-end.

Lord Weir said the deal would lead to a small dilution of assets per share, but he was confident that the effect on earnings of the two acquisitions would be positive.

The other purchase marks Weir's first manufacturing step in the US. Atwood and Morrill, a valve-maker akin to its Hop-

kinsons subsidiary, is being acquired for about £8m cash. Its operating profit last year was £2.24m (£1.26m), about 10 per cent of sales, and net assets were £5.7m.

Although about two thirds of Weir's turnover is either made overseas or exported, the chairman said it had so far done little business in the US.

On current trading, a cautious note was sounded on cost inflation. Lord Weir said this was partly to do with the combined effect of pay increases and the shorter working week recently secured by the engineering unions.

It also encompassed rising prices from UK suppliers, reflecting the fact that the country's rate of inflation remained above that faced by export competitors.

Weir's share price slipped 8p to 28p yesterday, giving the group a market value of £175m. Lord Weir said one reason for the rights issue was to secure the status of being a bigger player in the market.

After the issue, underwritten by Morgan Grenfell, the board expects at least to maintain the current rate of dividend. The total paid for 1989 was 8p.

Strong recovery lifts Robt Fleming by 34% to £36.5m

By David Lascelles, Banking Editor

ROBERT FLEMING, the City of London merchant banking and asset management group, staged a strong recovery last year to report a 34 per cent rise in profits.

The group earned £36.5m after tax and transfers to inner reserves in the year ending March 31. This compared with £27.2m for the previous year when Fleming suffered from the delayed after-effects of the 1987 stock market crash, and brought it close to its record level of £27.7m in 1988.

Mr John Manser, group chief executive, said that most parts of the group performed well, some earning record profits. The exception was securities market-making where there was "a marginal loss". That operation had subsequently been closed, and Fleming was concentrating instead on its agency stockbroking and research business. It had just taken on a team from Stock Group, the stockbroking arm

of British & Commonwealth.

The business was now evenly divided between asset management, which included Save & Prosper, and banking, including foreign exchange and securities.

The group's international operations also prospered: Jardine Fleming, the 50 per cent-owned joint venture in Hong Kong, earned a record £40m post-tax.

Mr Manser pointed out that the group's net assets had risen 40 per cent to £298m over the last two years. He said this was a clearer indication of the company's improved strength than profits, full details of which Fleming does not disclose.

Total dividend for the year is raised by 17 per cent to 27.5p, with a final of 20p. Fleming is owned by private interests, including staff, and a small number of investment institutions.

New differences prevent settlement at Waterford

By Kieran Cooke in Dublin

MORE disagreements have arisen between unions and management at Waterford Wedgwood.

More than 2,000 workers at the crystal plant in Waterford have been on strike for three months. Though there were hopes that the strike could end this week, management has rejected a series of union amendments to a company "final offer" document.

Management and unions have been trying to negotiate an end to the strike for five weeks. The immediate cause of the action was a management decision to withdraw certain bonus payments to a section of piece-rate workers, though other issues have also been

involved in the dispute.

Management put its "final offer" to unions 10 days ago stating that a vote should be taken on the offer by this weekend. In the early days of the strike management warned of the "dire consequences" of a prolonged work stoppage and hinted that crystal production might be moved elsewhere, possibly to either Poland or Czechoslovakia.

Last year, the Waterford crystal division incurred pre-tax losses of £12.1m (£22m). Shareholders at Waterford Wedgwood's AGM last month were told that the company's performance continued to be affected by a drop in consumer spending in the US and UK.

CAMBRIDGE

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£42,000,000 Amortising Subordinated Floating Rate Serial Notes due 1997

In accordance with the provisions of the Notes, notice is hereby given as follows:

- Interest period: 3rd July, 1990 to 3rd October, 1990
- Interest payment date: 3rd October, 1990
- Interest rate: 15.4975% per annum
- Coupon amount: £36,910.96 per Note of £1,000,000

BANQUE INTERNATIONALE A LUXEMBOURG
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LONDON STOCK EXCHANGE

Further setback in nervous trading

NEW CAUSES. For discouragement from both sides of the Atlantic yesterday helped further unsettle a London stock market already beaten by concerns over the profit outlook for UK companies. Trading volumes in equities remained modest, but strategists were dismayed to see the FT-SE 2,350 mark in early trading, bringing 2,289.500, the next testing area – into focus as the Index closed 24 points off.

Already well on the downside, the market suffered from new bearish developments in the second half of the session. Mr John Major, the UK Chancellor of the Exchequer, told

Assessment/Trading Dates		
First Decoupling	Jul 5	Jul 23
Second Decoupling	Jul 12	Aug 2
Third Decoupling	Jul 19	Aug 3
Fourth Decoupling	Jul 26	Aug 13
Fifth Decoupling	Jul 30	Aug 13
When does decoupling take place from		
two business days earlier?		

Two more decouplings may take place from two business days earlier.

Parliament that the current high level of credit in the UK was keeping the interest rate level "higher than otherwise it would be"; the City of London read this as a warning against over-optimism on domestic rates and Government bonds gave ground.

A further blow came when

Wall Street confirmed earlier fears in London by opening sharply lower and, after some erratic movement, showing a 25 Dow points fall as London closed for the day. UK traders had been wary throughout the session of press reports that plans to curb the US budget deficit might include a tax on securities sales.

Having lost the Footsie 2,200 almost at the opening, the market was showing a loss of 27.7 at the low point of the session. A modest rally, spurred by a similar tack on Wall Street, left the FT-SE Index with a closing level of 2,331.4, down 24.1.

Sequoia volume of 386.5m shares against Wednesday's

533m, remained moderate, and statistics from the International Stock Exchange show that customer business in equities is still well on the low side of levels regarded as satisfactory from the point of view of the London-based securities houses.

The market's worries over the progress of the economy were not helped by the news that British Rail, the nationalised rail system, has plunged into an operating loss of £26m for 1989-90. While there were no spectacular new downgradings of corporate profits yesterday, the effects of recent hasty downward revisions from the brokerage houses continued to

drag many shares lower. The international stocks were left on the sidelines again as the market weighed the implications for export earnings of the continued firmness of sterling. Retail sectors were still weak and property shares looked uncertain following the £200m refinancing plan for the Canary Wharf development in London's Docklands. Among construction issues, RMC gave further ground.

One of the few firm sectors was the banking area, which was among the first to suffer from the beach reviews of the economic outlook, and has now attracted more favourable comment.

FINANCIAL TIMES STOCK INDICES									
July 5	July 4	July 3	July 2	July 1	June 29	Year Ago	High 1990	Low	Since Completion
Government Secs	79.03	79.34	79.39	79.80	79.97	85.47	84.20	74.13	127.4
(21)	(30.04)	(31.05)	(31.77)						49.18
Phased Interest	89.02	88.06	88.05	88.19	88.22	96.54	82.91	83.80	103.4
(8.91)	(30.04)	(26.11)	(27.17)						50.53
Ordinary Shares	1658.2	1681.1	1694.7	1696.6	1699.9	1794.7	1686.3	1653.3	2008.5
(31.1)	(30.04)	(50.08)	(26.10)						49.4
Gold Mines	161.4	163.4	161.3	162.6	176.8	203.7	178.5	167.9	193.5
(5.62)	(15.6)	(15.63)	(23.07)						43.5
FT-SE 100 Share	2331.4	2365.5	2371.7	2372.0	2374.8	2161.4	2453.7	2103.4	2423.7
(31.1)	(30.04)	(31.05)	(29.79)						685.9

Ord. Div. Yield	Earning Yld % (full)	Earnings Yld % (2x)	Equity Bargain?	Shares Traded (mln)
4.59	10.87	10.78	22,210	22,597
11.03	11.15	11.24	17,265	44.02

SEACB Earnings 4.45pm 22,819 21,517 23,829 22,605 23,681 21,882

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BUILDING, TIMBER, ROADS - Contd

ELECTRICALS - Contd

ENGINEERING - Contd

INDUSTRIALS (Miscel.) - Contd

INDUSTRIALS (Miscel.) - Contd.

1990	Stock	Pri	W	Div	PE
203 204 SNC SAU	100	1.2	1.0	0.05	10.0
212 213 United Inds	100	1.2	1.0	0.05	10.0
213 214 Vodafone F.10	100	1.2	1.0	0.05	10.0
215 216 Vodaphone H.1	100	1.2	1.0	0.05	10.0
217 218 Vodafone P.10	100	1.2	1.0	0.05	10.0
219 220 Vodafone S.10	100	1.2	1.0	0.05	10.0
221 222 Vodafone T.10	100	1.2	1.0	0.05	10.0
223 224 Vodafone U.10	100	1.2	1.0	0.05	10.0
225 226 Vodafone V.10	100	1.2	1.0	0.05	10.0
227 228 Vodafone W.10	100	1.2	1.0	0.05	10.0
229 230 Vodafone X.10	100	1.2	1.0	0.05	10.0
231 232 Vodafone Y.10	100	1.2	1.0	0.05	10.0
233 234 Vodafone Z.10	100	1.2	1.0	0.05	10.0
235 236 Vodafone A.10	100	1.2	1.0	0.05	10.0
237 238 Vodafone B.10	100	1.2	1.0	0.05	10.0
239 240 Vodafone C.10	100	1.2	1.0	0.05	10.0
241 242 Vodafone D.10	100	1.2	1.0	0.05	10.0
243 244 Vodafone E.10	100	1.2	1.0	0.05	10.0
245 246 Vodafone F.10	100	1.2	1.0	0.05	10.0
247 248 Vodafone G.10	100	1.2	1.0	0.05	10.0
249 250 Vodafone H.10	100	1.2	1.0	0.05	10.0
251 252 Vodafone I.10	100	1.2	1.0	0.05	10.0
253 254 Vodafone J.10	100	1.2	1.0	0.05	10.0
255 256 Vodafone K.10	100	1.2	1.0	0.05	10.0
257 258 Vodafone L.10	100	1.2	1.0	0.05	10.0
259 260 Vodafone M.10	100	1.2	1.0	0.05	10.0
261 262 Vodafone N.10	100	1.2	1.0	0.05	10.0
263 264 Vodafone O.10	100	1.2	1.0	0.05	10.0
265 266 Vodafone P.10	100	1.2	1.0	0.05	10.0
267 268 Vodafone Q.10	100	1.2	1.0	0.05	10.0
269 270 Vodafone R.10	100	1.2	1.0	0.05	10.0
271 272 Vodafone S.10	100	1.2	1.0	0.05	10.0
273 274 Vodafone T.10	100	1.2	1.0	0.05	10.0
275 276 Vodafone U.10	100	1.2	1.0	0.05	10.0
277 278 Vodafone V.10	100	1.2	1.0	0.05	10.0
279 280 Vodafone W.10	100	1.2	1.0	0.05	10.0
281 282 Vodafone X.10	100	1.2	1.0	0.05	10.0
283 284 Vodafone Y.10	100	1.2	1.0	0.05	10.0
285 286 Vodafone Z.10	100	1.2	1.0	0.05	10.0
287 288 Vodafone A.10	100	1.2	1.0	0.05	10.0
289 290 Vodafone B.10	100	1.2	1.0	0.05	10.0
291 292 Vodafone C.10	100	1.2	1.0	0.05	10.0
293 294 Vodafone D.10	100	1.2	1.0	0.05	10.0
295 296 Vodafone E.10	100	1.2	1.0	0.05	10.0
297 298 Vodafone F.10	100	1.2	1.0	0.05	10.0
299 300 Vodafone G.10	100	1.2	1.0	0.05	10.0
301 302 Vodafone H.10	100	1.2	1.0	0.05	10.0
303 304 Vodafone I.10	100	1.2	1.0	0.05	10.0
305 306 Vodafone J.10	100	1.2	1.0	0.05	10.0
307 308 Vodafone K.10	100	1.2	1.0	0.05	10.0
309 310 Vodafone L.10	100	1.2	1.0	0.05	10.0
311 312 Vodafone M.10	100	1.2	1.0	0.05	10.0
313 314 Vodafone N.10	100	1.2	1.0	0.05	10.0
315 316 Vodafone O.10	100	1.2	1.0	0.05	10.0
317 318 Vodafone P.10	100	1.2	1.0	0.05	10.0
319 320 Vodafone Q.10	100	1.2	1.0	0.05	10.0
321 322 Vodafone R.10	100	1.2	1.0	0.05	10.0
323 324 Vodafone S.10	100	1.2	1.0	0.05	10.0
325 326 Vodafone T.10	100	1.2	1.0	0.05	10.0
327 328 Vodafone U.10	100	1.2	1.0	0.05	10.0
329 330 Vodafone V.10	100	1.2	1.0	0.05	10.0
331 332 Vodafone W.10	100	1.2	1.0	0.05	10.0
333 334 Vodafone X.10	100	1.2	1.0	0.05	10.0
335 336 Vodafone Y.10	100	1.2	1.0	0.05	10.0
337 338 Vodafone Z.10	100	1.2	1.0	0.05	10.0
339 340 Vodafone A.10	100	1.2	1.0	0.05	10.0
341 342 Vodafone B.10	100	1.2	1.0	0.05	10.0
343 344 Vodafone C.10	100	1.2	1.0	0.05	10.0
345 346 Vodafone D.10	100	1.2	1.0	0.05	10.0
347 348 Vodafone E.10	100	1.2	1.0	0.05	10.0
349 350 Vodafone F.10	100	1.2	1.0	0.05	10.0
351 352 Vodafone G.10	100	1.2	1.0	0.05	10.0
353 354 Vodafone H.10	100	1.2	1.0	0.05	10.0
355 356 Vodafone I.10	100	1.2	1.0	0.05	10.0
357 358 Vodafone J.10	100	1.2	1.0	0.05	10.0
359 360 Vodafone K.10	100	1.2	1.0	0.05	10.0
361 362 Vodafone L.10	100	1.2	1.0	0.05	10.0
363 364 Vodafone M.10	100	1.2	1.0	0.05	10.0
365 366 Vodafone N.10	100	1.2	1.0	0.05	10.0
367 368 Vodafone O.10	100	1.2	1.0	0.05	10.0
369 370 Vodafone P.10	100	1.2	1.0	0.05	10.0
371 372 Vodafone Q.10	100	1.2	1.0	0.05	10.0
373 374 Vodafone R.10	100	1.2	1.0	0.05	10.0
375 376 Vodafone S.10	100	1.2	1.0	0.05	10.0
377 378 Vodafone T.10	100	1.2	1.0	0.05	10.0
379 380 Vodafone U.10	100	1.2	1.0	0.05	10.0
381 382 Vodafone V.10	100	1.2	1.0	0.05	10.0
383 384 Vodafone W.10	100	1.2	1.0	0.05	10.0
385 386 Vodafone X.10	100	1.2	1.0	0.05	10.0
387 388 Vodafone Y.10	100	1.2	1.0	0.05	10.0
389 390 Vodafone Z.10	100	1.2	1.0	0.05	10.0
391 392 Vodafone A.10	100	1.2	1.0	0.05	10.0
393 394 Vodafone B.10	100	1.2	1.0	0.05	10.0
395 396 Vodafone C.10	100	1.2	1.0	0.05	10.0
397 398 Vodafone D.10	100	1.2	1.0	0.05	10.0
399 400 Vodafone E.10	100	1.2	1.0	0.05	10.0
401 402 Vodafone F.10	100	1.2	1.0	0.05	10.0
403 404 Vodafone G.10	100	1.2	1.0	0.05	10.0
405 406 Vodafone H.10	100	1.2	1.0	0.05	10.0
407 408 Vodafone I.10	100	1.2	1.0	0.05	10.0
409 410 Vodafone J.10	100	1.2	1.0	0.05	10.0
411 412 Vodafone K.10	100	1.2	1.0	0.05	10.0
413 414 Vodafone L.10	100	1.2	1.0	0.05	10.0
415 416 Vodafone M.10	100	1.2	1.0	0.05	10.0
417 418 Vodafone N.10	100	1.2	1.0	0.05	10.0
419 420 Vodafone O.10	100	1.2	1.0	0.05	10.0
421 422 Vodafone P.10	100	1.2	1.0	0.05	10.0
423 424 Vodafone Q.10	100	1.2	1.0	0.05	10.0
425 426 Vodafone R.10	100	1.2	1.0	0.05	10.0
427 428 Vodafone S.10	100	1.2	1.0	0.05	10.0
429 430 Vodafone T.10	100	1			

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MOTORS, AIRCRAFT, TRADES - Contd

		PROPERTY - Contd			INVESTMENT TRUST - Contd			INVESTMENT TRUST - Contd			OIL AND GAS - Contd			MINES - Contd																
1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	
1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	1990	High Low	Stock	Price	Net	
Components	3.510.08	1.0	12.0	2.0	1990	28.13	2.0	6.8	6.4	1990	102.64	1.1	2005	1.1	1990	5.3	1.0	108.1	1.6	1990	1.1	4.5	1.2	19.4	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Components	3.510.08	1.0	12.0	2.0	1990	47.50	1.0	4.0	3.5	1990	50.81	1.0	108.1	1.1	1990	5.8	0.9	99.0	7.6	1990	1.1	4.5	1.2	19.4	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Components	3.510.08	1.0	12.0	2.0	1990	150.00	1.0	4.0	3.5	1990	150.00	1.0	108.1	1.1	1990	5.8	0.9	99.0	7.6	1990	1.1	4.5	1.2	19.4	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Components	3.510.08	1.0	12.0	2.0	1990	150.00	1.0	4.0	3.5	1990	150.00	1.0	108.1	1.1	1990	5.8	0.9	99.0	7.6	1990	1.1	4.5	1.2	19.4	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1.1	105	Anglo American Mining Sp.	1.1	1.1	1.1
Garages and Distributors	3.510.08	1.0	12.0	2.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0	1990	1.1	1.0	1.0	1.0</td						

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WORLD STOCK MARKETS

AUSTRALIA		FRANCE (continued)		GERMANY (continued)		ITALY (continued)		SWEDEN		JULY 5	
July 5	Kr.	+ or -	July 5	Frs.	+ or -	July 5	Lire	+ or -	July 5	Kroner	+ or -
American Airports	4,900	-10	Anglo-Sep	513	-11	BMW	1,568	-10	SASB	320	-14
Grundfos	6,400	-10	De Cava	543	-11	Bayer-Verso	415	-14	Alfa-Laval B (Fwd)	284	+14
Hamburg Kaserne	1,200	-10	Emerson	3,345	+11	Bebelstr	515	-15	Alfa-Laval B (Fwd)	189	+14
Leopoldkaserne	1,255	-10	Ernst & Young	1,300	-20	BHF-Bank	461	-15	Atos Optic A (Fwd)	275	+15
Perforator	7,500	-10	Ciba-Geigy	2,500	-20	Biffi & Sons	242	-15	Electrolux B (Fwd)	259	+15
Bader	1,240	-10	Citroen	1,200	-10	Brown Boveri	255	-10	Elmec S.p.A. (Fwd)	209	+11
Vehicul Mar	2,200	-10	Citroen	1,000	-11	Credilock	240	-10	Enel	210	-11
Verkstad	1,170	-10	Citroen	1,000	-11	Concentrica	238	-10	Enel B (Fwd)	154	-5
Whitewings	1,190	-10	Citroen	367	-15	DLM	746	-25	Gamme B (Fwd)	154	-5
Belgium/Luxembourg	—	—	Citroen	417	-10	Dubauer-Borg	940	-25	Gamme B (Fwd)	154	-5
July 5	Frs.	+ or -	Citroen	299	-10	Dufour	243	-25	Globe-Dome B (Fwd)	115	-5
Arbed	2,050	-10	Coupe	229,8	-12	Eduard	307	-10	Haifa Glass (Fwd)	165	-5
B.I.L.	2,050	-10	Coupe	1,400	-10	Deutsche Bahn	618	-15	Sam-Sanita B (Fwd)	209	-5
Baron L. & L.	2,050	-10	Credit Lyonnais	1,430	-10	Deutsche Bank	618	-15	Scania B (Fwd)	209	-5
Banque Nat. De Luxe	—	—	Credit Lyonnais	3,610	-15	Deutsche Bank	618	-15	Skoda Octavia	165	-5
Bank Of N.Y.	—	—	Credit Lyonnais	522	-15	Dieterle	145	-15	SKF B (Fwd)	126	-1
Barclay	2,260	-75	Dell'Orto	1,150	-15	Dobrindt	145	-15	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,000	-15	Dominikus	238	-10	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dornier	240	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dow	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreher	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	417	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	299	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	229,8	-12	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	1,400	-10	Dreyfus	243	-25	Sofica B (Fwd)	126	-1
Deutsche B.	2,260	-75	Dell'Orto	367	-15	Dreyfus	243	-25			

3pm prices July 5

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

CONTINUED ON PAGE 43

NYSE COMPOSITE PRICES

Continued from previous page

Div.	Stock	P/E	Div.	Stock	Close	Price	Close	Div.	Stock	P/E	Div.	Stock	Close	Price	Close	Div.	Stock	P/E	Div.	Stock	Close	Price	Close	
A	State	30	B	State	31	375	32	C	State	32	D	State	33	4	4	E	State	34	F	State	35	35	35	35
G	State	36	H	State	37	201	202	I	State	38	J	State	39	3	3	K	State	40	L	State	41	203	204	204
M	State	42	N	State	43	205	206	O	State	44	P	State	45	207	208	Q	State	46	R	State	47	209	210	210
S	State	48	T	State	49	211	212	U	State	50	V	State	51	213	214	W	State	52	X	State	53	215	216	216
Y	State	54	Z	State	55	217	218	A	State	56	B	State	57	219	220	C	State	58	D	State	59	221	222	222
E	State	60	F	State	61	223	224	G	State	62	H	State	63	225	226	I	State	64	J	State	65	227	228	228
K	State	66	L	State	67	229	230	M	State	68	N	State	69	231	232	O	State	70	P	State	71	233	234	234
Q	State	72	R	State	73	235	236	S	State	74	T	State	75	237	238	U	State	76	V	State	77	239	240	240
W	State	78	X	State	79	241	242	Y	State	80	Z	State	81	243	244	A	State	82	B	State	83	245	246	246
C	State	84	D	State	85	247	248	E	State	86	F	State	87	249	250	G	State	88	H	State	89	251	252	252
I	State	90	J	State	91	253	254	K	State	92	L	State	93	255	256	M	State	94	N	State	95	257	258	258
O	State	96	P	State	97	259	260	Q	State	98	R	State	99	261	262	S	State	100	T	State	101	263	264	264
U	State	102	V	State	103	265	266	W	State	104	X	State	105	267	268	Y	State	106	Z	State	107	269	270	270
A	State	108	B	State	109	271	272	C	State	110	D	State	111	273	274	E	State	112	F	State	113	275	276	276
G	State	114	H	State	115	277	278	I	State	116	J	State	117	279	280	K	State	118	L	State	119	281	282	282
M	State	120	N	State	121	283	284	O	State	122	P	State	123	285	286	Q	State	124	R	State	125	287	288	288
S	State	126	T	State	127	289	290	U	State	128	V	State	129	291	292	W	State	130	X	State	131	293	294	294
Y	State	132	Z	State	133	295	296	A	State	134	B	State	135	297	298	C	State	136	D	State	137	299	300	300
E	State	138	F	State	139	301	302	G	State	140	H	State	141	303	304	I	State	142	J	State	143	305	306	306
K	State	144	L	State	145	307	308	M	State	146	N	State	147	309	310	O	State	148	P	State	149	311	312	312
Q	State	150	R	State	151	313	314	S	State	152	T	State	153	315	316	U	State	154	V	State	155	317	318	318
W	State	156	X	State	157	319	320	Y	State	158	Z	State	159	321	322	A	State	160	B	State	161	323	324	324
C	State	162	D	State	163	325	326	E	State	164	F	State	165	327	328	G	State	166	H	State	167	329	330	330
I	State	168	J	State	169	331	332	K	State	170	L	State	171	333	334	M	State	172	N	State	173	335	336	336
O	State	174	P	State	175	337	338	Q	State	176	R	State	177	339	340	S	State	178	T	State	179	341	342	342
U	State	180	V	State	181	343	344	W	State	182	X	State	183	345	346	Y	State	184	Z	State	185	347	348	348
A	State	186	B	State	187	349	350	C	State	188	D	State	189	351	352	E	State	190	F	State	191	353	354	354
G	State	192	H	State	193	355	356	I	State	194	J	State	195	357	358	K	State	196	L	State	197	359	360	360
M	State	198	N	State	199	361	362	O	State	200	P	State	201	363	364	Q	State	202	R	State	203	365	366	366
S	State	204	T	State	205	367	368	U	State	206	V	State	207	369	370	W	State	208	X	State	209	371	372	372
Y	State	210	Z	State	211	373	374	A	State	212	B	State	213	375	376	C	State	214	D	State	215	377	378	378
E	State	216	F	State	217	379	380	G	State	218	H	State	219	381	382	I	State	220	J	State	221	383	384	384
K	State	222	L	State	223	385	386	M	State	224	N	State	225	387	388	O	State	226	P	State	227	389	390	390
Q	State	228	R	State	229	391	392	S	State	230	T	State	231	393	394	U	State	232	V	State	233	395	396	396
W	State	234	X	State	235	397	398	Y	State	236	Z	State	237	399	400	A	State	238	B	State	239	401	402	402
C	State	240	D	State	241	403	404	E	State	242	F	State	243	405	406	G	State	244	H	State	245	407	408	408
I	State	246	J	State	247	409	410	K	State	248	L	State	249	411	412	M	State	250	N	State	251	413	414	414
O	State	252	P	State	253	415	416	Q	State	254	R	State	255	417	418	S	State	256	T	State	257	419	420	420
U	State	258	V	State	259	421	422	W	State	260	X	State	261	423	424	Y	State	262	Z	State	263	425	426	426
A	State	264	B	State	265	427	428	C	State	266	D	State	267	429	430	E	State	268	F	State	269	431	432	432
G	State	270	H	State	271	433	434	I	State	272	J	State	273	435	436	K	State	274	L	State	275	437	438	438
M																								

AMERICA

Dow falls on profit-taking in wait for jobs figures

Wall Street

PROFIT-TAKING and futures-related sell programmes forced equities sharply lower yesterday morning after their pre-holiday, five-day winning streak, writes Karen Zogor in New York.

At 2 pm, the Dow Jones Industrial Average was 23.70 lower to 2,881.93. However, volume was too thin for the decline to be sustained by market trends. At midday, only 75m shares had changed hands. Declines led advances by 10 to three. On Tuesday, the Dow had added 12.37 to 2,891.63. Markets were closed on Wednesday for Independence Day.

The deterioration in equities yesterday was reflected in the broader Standard & Poor's 500 which at 1 pm was down 4.78 to 353.38.

Nervousness about today's employment data for June also depressed the market. Traders had hoped that the employment report would spur the Federal Reserve to ease monetary policy, but there is concern that the Fed's policy will not change unless the figures are out of line with expectations. June's non-farm payrolls are expected to show an increase of 83,000, excluding temporary census workers.

Avon Products increased 5% to \$37 in heavy trading.

ASIA PACIFIC

Nikkei drops in cautious trade as dollar rebounds

Tokyo

A SURPRISE rebound by the dollar called for caution on the equity market, and after a modest show of resilience, share prices retreated in quiet trading yesterday, writes Michio Nakamoto in Tokyo.

Investors were beginning to hope that the yen's strength would help relieve pressure on interest rates when the dollar climbed back up against the domestic currency yesterday, leading to weakness on the bond market and sluggishness in equities.

Share prices edged up in morning trading, but investors chose to remain cautious and to await the release of June US employment data.

The Nikkei average rose to a high of 33,590.64 before closing at its day's low of 33,351.67, down 94.35.

Gains were slightly ahead of losses at 476 against 483 and 187 issues were unchanged. Turnover slipped to 460m shares from the 550m traded on Wednesday. The Topix index of all listed stocks edged up 1.31 to 3,562.04 and, in London, the ISE/Nickel 50 index rose 0.34 to 1,761.23.

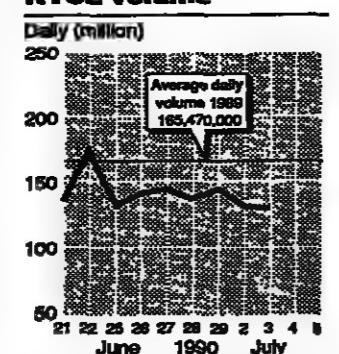
The reversal in the yen-dollar trend turned investors away from interest-rate sensitive issues. Buying was scattered with smaller growth stocks competing for investor interest. Trading was therefore buoyant in the smaller markets, in contrast to the sluggish first section.

The second section in Tokyo posted a firm gain, while the second section on the Osaka market rose to a record high. Other regional markets, such as the Nagoya market, enjoyed strong interest as well. The over-the-counter market surged to another new high.

Investors preferred issues with special incentives or

Chartwell, a partnership of the Getty and Fisher families, has bought a 3.9m block of Avon's shares and said that it would acquire another 1.2m shares within 30 days. The two purchases, combined with Chartwell's existing stake in Avon, will increase Chartwell's holding to more than 26 per cent.

NYSE volume



McDonnell Douglas added 81% to \$40 after the US and the South Korean Government seemed closer to reaching an agreement over the sale of the company's F/A-18 fighter aircraft to South Korea.

Genentech rose 8% to \$29.4 and Eli Lilly improved by 81% to \$40. A human growth hormone produced by the two companies has been shown to reverse some of the effects of ageing in men.

Avon Products increased 5% to \$37 in heavy trading.

EUROPE

Corporate worries drain life out of bourses

Tokyo

strong earnings potential and were selective in their buying. Many issues with unfamiliar names were actively pursued.

CMK, the largest domestic maker of printed circuit boards, gained Y120 to Y160.

Banda, a toy company, jumped Y730 to Y1,700 on strong sales of its videos featuring cartoon characters. Banda had recently marketed rights in Europe for Ninja Turtles, a video game.

Among other growth stocks, Nippon Stainless Steel rose Y70 to Y1,240 on the prospect of higher stainless steel prices.

The oil group was one of the few sectors that saw some strength. News that Prime Minister Kaifu would visit the Middle East sparked enthusiasm for increased prospects of co-operation between Japanese oil companies and Middle Eastern suppliers. Nippon Oil was second on the volumes list with 7.7m shares and rose Y30 to Y1,360. Arabian Oil added Y280 to Y4,500 while Mitsubishi Oil was up Y40 to Y1,260.

Osaka brushed aside the concerns that had put a damper on Tokyo and the OSE average gained 148.83 to 35,599.73. Volume was down to 55m shares from Wednesday's 63m. Interest in laggards was the main support behind the resilience in the Osaka market yesterday.

Roundup

PACIFIC Rim markets gave a mixed performance.

MANILA rebounded after several days of selling triggered by profit-taking and the acquittal of former Philippine First Lady Imelda Marcos. The composite index rose 32.66, or 3.8 per cent, to 870.48. Turnover fell to 604m shares or 62m pesos.

Dealers said the market was led higher by buying of Sanwa shares by some big investors, who intend to wage

a proxy fight at the annual meeting on July 10. Sanwa added 4.50 pesos to \$1.50 pesos.

TAIWAN extended its losses as selling spread from banking stocks to other sectors. The weighted index plunged 153.83 to 4,524.55, its lowest level since May 1988. The index had plummeted 63.8 per cent, or 9,707.79 points, since it set a record high at 12,492.90 on February 10. Volume slipped to 780m shares or NT\$19,500 from 947.5m shares or NT\$19,500.

NEW ZEALAND ended narrowly mixed as currency movements again dictated the market's direction. Share prices which had opened firmer, pulled back in the afternoon when the New Zealand dollar rebounded against the Australian dollar.

The Barclays share index eased 3.69 to 1,797.66 after falling from the day's high of about 1,808. Turnover fell to 1.1m shares from 1,4m.

AUSTRALIA continued to firm thanks to domestic and overseas investors, although activity was concentrated in the top 20 stocks. The All Ordinaries index added 16.6 to 1,567.7. Turnover rose to 142m shares or A\$403m from 108m or A\$275m.

HONG KONG ended mixed. The Hang Seng index fell 7.05 to 3,556.44 after achieving three post-1987 crash highs. Turnover shrank to HK\$1.66bn from HK\$1.85bn. Commercial, industrial and property shares declined while other sectors were little changed.

SEOUL suffered another day of profit-taking after Tuesday's strong rally. The composite index fell 12.12 to 723.10. Volume shrank to 8m shares or Won250m from 16m or Won280m.

BOMBAY rose 2.3 per cent to 20,15.10 on the BSE index. The rally came in spite of curbs on five leading stocks, intended to limit speculation.

GOLD shares closed lower on continued caution about the bullion price. The JSE all-gold index fell 30 to 1,537 and the overall index shed 18 to 3,108.

De Beers closed 75 cents easier at R33.75 ahead of publishing its CSO diamond sales figures.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY JULY 4 1990					TUESDAY JULY 3 1990					DOLLAR INDEX					
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% chg on day	Local chg	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1990 High	1990 Low	Year ago (approx)
Australia (80).....	147.02	+ 2.7	122.11	139.21	125.89	121.69	+ 1.8	5.73	143.20	119.30	136.82	122.91	119.48	158.31	125.85	133.20
Austria (19).....	262.69	+ 0.6	218.19	248.75	224.94	224.77	+ 0.4	1.29	260.59	217.09	248.95	223.65	226.63	193.15	244.69	224.69
Belgium (61).....	152.65	+ 0.2	127.03	142.82	130.98	127.68	- 0.1	0.4	152.67	127.20	145.88	131.07	127.82	160.02	132.11	130.38
Canada (52).....	262.53	+ 0.7	218.05	248.60	224.80	223.88	+ 0.4	1.29	269.71	217.21	249.10	223.78	262.53	226.69	207.77	218.77
Denmark (23).....	135.57	+ 0.1	112.80	128.38	116.98	109.70	- 0.5	2.50	135.41	112.82	129.38	116.23	110.26	152.23	129.99	141.95
Finland (24).....	161.04	- 0.4	133.75	152.48	137.88	139.50	- 0.7	2.94	161.86	134.68	154.44	138.74	140.54	168.85	141.69	132.42
France (124).....	138.65	+ 1.2	131.16	131.71	118.72	118.72	+ 1.0	1.89	136.90	114.06	130.81	117.50	117.50	136.65	122.05	92.83
West Germany (92).....	138.65	+ 1.2	131.16	131.71	118.72	118.72	+ 1.0	1.89	136.90	114.06	130.81	117.50	117.50	136.65	122.05	92.83
Hong Kong (46).....	138.65	+ 1.2	131.16	131.71	118.72	118.72	+ 1.0	1.89	136.90	114.06	130.81	117.50	117.50	136.65	122.05	92.83
Ireland (7).....	181.55	+ 0.6	159.10	181.38	164.02	165.84	+ 0.3	2.64	190.43	165.66	181.94	163.45	163.45	185.57	172.72	137.99
Italy (96).....	105.65	- 0.5	88.51	100.90	91.24	95.05	- 0.8	2.45	107.10	88.23	102.32	91.93	98.82	109.26	91.95	86.75
Japan (454).....	150.82	+ 1.4	125.27	142.81	129.16	142.81	+ 0.5	0.59	148.70	123.91	142.10	127.67	142.10	197.28	124.40	179.38
Malaysia (35).....	211.81	+ 0.2	192.63	219.49	188.49	241.36	+ 0.4	2.25	220.65	192.17	220.37	197.58	240.43	245.95	264.15	182.04
Mexico (13).....	142.50	+ 0.5	118.45	135.04	122.12	121.64	- 0.4	0.47	142.54	119.01	136.47	122.51	121.18	145.96	150.65	124.15
Netherlands (43).....	145.51	- 0.2	118.45	135.04	122.12	121.64	- 0.4	0.47	142.54	119.01	136.47	122.51	121.18	145.96	150.65	121.50
New Zealand (17).....	66.34	+ 1.1	55.10	62.82	58.50	59.53	+ 1.0	7.45	65.51	54.67	62.65	56.32	58.95	75.36	59.57	66.07
Norway (23).....	237.85	+														

YUGOSLAVIA

Friday July 6 1990



The breakup of the communist party did not lead, contrary to speculation, to the disintegration of the

Yugoslav Federation. But now that the first phase of reform has been completed, writes Judy Dempsey, Prime Minister Ante Markovic has a daunting task ahead

Nationalism versus a bright future

YUGOSLAVIA, like the other countries in eastern Europe, is embarking on the difficult road towards a market economy and democracy. Unlike most of its eastern neighbours, however, Yugoslavia's path towards democracy is blocked by an enormous barrier: the giant of nationalism.

Nationalism, which plagued the young Yugoslavia after 1918, was contained through the sheer political and authoritarian force of Josip Broz Tito. But now, as communist rule tumbles down in many of the republics, the monster is once again on the move and is threatening the fragile integrity of this diverse, multi-ethnic country.

The giant is in some ways keener about sabre-rattling and rhetoric than it is of actually damaging the radical economic reforms which Mr Ante Markovic, the elusive and fox-like Prime Minister, is attempting.

Indeed, one of Mr Markovic's greatest strengths is his apparent ability to resist intimidations

by nationalism as he prepares to introduce a second package of economic measures.

The first reforms, introduced last December, had one goal: the introduction of an anti-inflation policy spread over a six-month period. Inflation in 1989 was up to 2,700 per cent a year. All confidence in the dinar, the Yugoslav unit of currency, had collapsed, while wages and prices were almost out of control.

In one sweep, Mr Markovic brought inflation almost down to zero in six months by introducing a new currency which tied to the Deutschmark (at the rate of 7 dinars to 1 DM).

Re-liberalised imports imposed a partial six-month price freeze covering a basket of industrial produce goods (particularly utilities), and froze wages and salaries.

The results of this anti-inflation policy, the consequence of tight monetary and fiscal controls, are encouraging. Confidence in the dinar has risen to such an extent that foreign-exchange reserves have increased

from US\$1bn to more than US\$8bn. Exports have markedly shifted from the Comecon to western markets.

The one black spot - which Mr Markovic's advisers regard as the most crucial area, which must be tackled very soon - is the sharp (and continuing) fall in industrial productivity.

On average, for the first quarter of 1990, industrial productivity fell by 7 per cent. It varies from republic to republic; in Kosovo, one of the poorest regions of the country, productivity fell by 20 per cent.

Throughout, the reasons are the same: a shortage of investments, weak foreign demand and rapidly rising imports. Hence the importance of the next phase of economic

reforms aimed at completing the market-oriented fiscal reforms by 1990.

These will take several years to implement and involve institutionalising economic reforms including a rehabilitation of the banking sector and a consolidation of accounts in the public sector. The government intends also to create a more consistent fiscal policy throughout the country, which means redefining the relationship between the republics and the federal authorities.

More significantly, Mr Markovic is planning a long overdue reform of the tax system. In a nutshell, the idea is to harmonise taxation. Little coherence in this sector exists between the republics, the

provinces and the municipalities, which in turn makes it impossible to assess the efficiency of the public sector, or public sector spending.

The authorities also envisage the introduction of VAT in 1994, coupled with a tariff system of import quotas and the imposition of import duties on a large basket of products which will help raise revenue.

As Mr Markovic prepares to tackle the second phase of his economic reforms, nationalism may well cast a dark shadow over what has been - so far - a fairly smooth path to the market economy.

This is the problem which Mr Mikhail Gorbachev, the Soviet leader, is also facing. Because Yugoslavia and the

time nor the inclination to pursue a similar path.

Unlike other eastern European countries, Yugoslavia and the Soviet Union are not largely homogeneous.

Recent elections in Croatia and Slovenia, where the ruling communists were decimated, put in power right-wing governments whose electoral platforms were unashamedly nationalist.

Nationalist sentiments can be understood in a country in which suspicions and fears of domination by Serbia, the largest of the six republics, run very deep.

Nevertheless, the nationalist "ticket" is a dangerous one, largely serving to destabilise a country which is going through the very difficult process of dislodging the communists from power and redefining its identity.

For his part, Mr Markovic has no qualms about Yugoslavia's identity or its future. He recognises the weaknesses and strengths of the country's rich diversity, but he also acknowledges the destructive way in which nationalism could act as the separatist engine which could undermine the integrity of the Yugoslav Federation.

That is why his second phase of reforms is designed specifically to give weight to the Federation at the expense of the republics.

A country anchored, the reasoning goes, on a federal system of taxation, property rights and banking would negate - or at least temper - demands by some of the republics to "go it alone," a path which Serbia seems for the moment to be intent on travelling.

This next economic reform package is, thus, crucial: the measures will, it is hoped, bind the country together. Nationalism may well attempt to loosen those ties; but in the end the six republics and two provinces have no alternative but to link up with the shaky train heading to democracy.

The signs look promising if the republics and provinces stay with the train.

If not, the whole train is likely to be derailed and few outsiders are likely to be seen rushing forward to rescue the survivors.

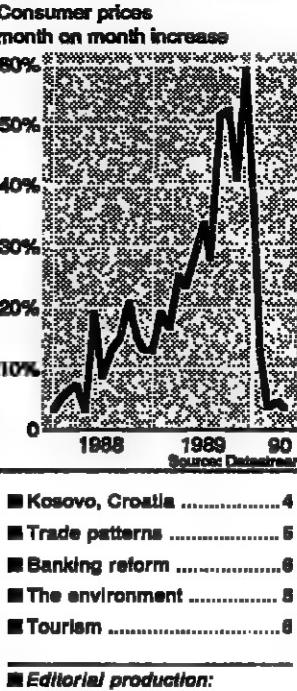
IN THIS SURVEY

■ KEY FACTS	3
■ MAP	4
■ The foreign ministry is looking west	2
■ Politics	2
■ Profiles: Milosevic, Markovic, Tudjman, Droskovic ...	3



■ Printing money: Yugoslavia's economic reform programme is paying off 3

Inflation



Mr Ante Markovic, Prime Minister, making a speech in which he pledged to roll back state socialism and beat the economic crisis. His success has opened up new vistas for the country

provinces and the municipalities, which in turn makes it impossible to assess the efficiency of the public sector, or public sector spending.

The authorities also envisage the introduction of VAT in 1994, coupled with a tariff system of import quotas and the imposition of import duties on a large basket of products which will help raise revenue.

As Mr Markovic prepares to tackle the second phase of his economic reforms, nationalism may well cast a dark shadow over what has been - so far - a fairly smooth path to the market economy.

This is the problem which Mr Mikhail Gorbachev, the Soviet leader, is also facing. Because Yugoslavia and the

Soviet Union are multi-ethnic countries, each endowed with markedly different political cultures and traditions, both Mr Gorbachev and Mr Markovic share one thing in common in the transition from a one-party state to a multi-party system: nationalism has moved quickly to fill the vacuum left by crumbling communist rule.

This is partly understandable.

Unlike Hungary, where the ruling communists started setting up independent civil and economic institutions before ceding power to a democratically-elected government, the

Mr Mikhail Gorbachev, the Soviet leader, is also facing. Because Yugoslavia and the

provinces have no alternative but to link up with the shaky train heading to democracy.

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- Import of natural gas

- Procurement of foreign services required for exploration and development of crude oil and natural gas

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YUGOSLAVIA 2

The unwitting Milosevic shot himself in the foot, writes Judy Dempsey

Nationalism runs out of control

If there is one man who, against all intentions, precipitated the collapse of the ruling League of Yugoslav Communists, it is Mr Slobodan Milosevic, the President of Serbia. In doing so, moreover, he released from its bottle the genie of nationalism.

For the visitor to this culturally diverse country, the recent elections in the western republics of Slovenia and Croatia seemed simply part of the democracy sweeping eastern Europe. Those first free elections for more than four decades were not, however, the result of enlightenment among communist leaders, although it is true that the communists in Slovenia were the first willingly to pave the way for a democratically-elected parliament. Instead, the force driving against communist rule was none other than the nationalist one directed by Mr Milosevic. Some observers could thank Mr Milosevic for precipitating the collapse of the communist system. In reality, his policies have left behind a path of destruction, paved with nationalism and the public articulation of deep antagonisms between the six republics and two provinces.

The trail of destruction, fuelled by political ambition, began in October 1987 when Mr Milosevic and his sympathisers overran the Belgrade communist party organisation. Not content with this, he managed to get himself elected as communist party leader of Serbia, promising to purge the corrupt and unwieldy bureaucracy,

improve the efficiency of the Serbian economy, and improve living standards - all empty pledges.

Soon after, he turned the Serbian media, once a beacon of liberalism, into a bastion of nationalism and dogmatism. Politically, since the days of the Yugoslav press became the mouthpiece of the Milosevic clan and its sycophants.

Mr Milosevic's goals were almost in sight to be leader of Yugoslavia and to restore dig-

Milosevic turned the media, once a beacon of liberalism, into a bastion of nationalism

nity to Serbs, who felt deeply aggrieved by the 1974 constitution in which the late President Tito carved out of Serbia the two autonomous provinces of Vojvodina and Kosovo. The Serbian/Milosevic clan, anxious to consolidate their power, capitalised on this sense of loss by deploying the nationalist card against Kosovo.

In Mr Milosevic's view, the small Serb and Montenegrin minorities in Kosovo were being discriminated against by the ethnic Albanian majority which makes up 90 per cent of the province's population.

It remains difficult to prove the Serbs were being forced by the ethnic Albanians into quitting the province, so that the Albanians could then claim Kosovo deserved to be granted the status of a republic.

He had no choice. If he sided

constitutionally, this is feasible, but any notion that ethnic Albanians would join ranks with their fellows across the border in Tiranë was pure fantasy. In any case, ethnic Albanians and Serbs were leaving the province largely because of the wretched economic and social conditions.

Harking on the nationalist issue and the need to redress a perceived historical injustice, Mr Milosevic mobilised his supporters in 1988, a year which will be remembered for mass nationalist-inspired Serb demagogicism.

The demonstrators' promise to retake Kosovo was now trying to move to action. The gap between rhetoric and action remains, as ever in Yugoslavia, very wide. The Serbs did, however, manage to create havoc in Montenegro and Vojvodina by attempting to force the ruling communists over to the Serbian cause.

By 1989 the battle lines had been drawn. Slovenia, Bosnia and Croatia opposed the Milosevic tactics, while Montenegro and Macedonia sheepishly allied with the Serbs. Violence, meanwhile, erupted in Kosovo as Serbia managed to regain control.

As a spin-off, the opposition in Slovenia and Croatia finally woke from their long sleep. Sensing growing opposition to communist rule, Mr Milan Kucan, the party leader of Slovenia and one of the few liberal/reform-minded communist leaders in the country, started paving the way for democratic elections.

He had no choice. If he sided

with Serbia, he would lose the elections. Forced into a situation similar to that of his communist counterparts in Lithuania, Mr Kucan allied with the opposition in their demands for free elections.

His initiatives were proved right. Demos, a loose coalition of social democrats, won the elections last April, and the communists were ousted. Mr Kucan, however, was elected President, testimony to his ability to keep one step ahead.

The Croats and communists, incensed but powerless to counter Mr Milosevic, who was now trying to move to action, the Serbian minority in Croatia, followed suit. Last May the communists ceded power to the Croatian Democratic Bloc.

a right-wing nationalist group led by Mr Franjo Tuđman, a retired general and Partisan war hero.

The platform on which Demos and the Croatian Democratic Bloc stood was nationalistic. On to be more precise, anti-Serbian nationalism. Mr Milosevic, a ham-fisted tactician, had unwittingly ignited the flame which drove the communists from power. He has now lost all support from these two peoples.

One of the most disturbing aspects to these elections is that Mr Tuđman, a controversial figure, is playing into the hands of the Serbs. He suggested Croatia's borders should extend to those lands inhabited by Croats. This

means the integrity of Bosnia-Herzegovina, a heterogeneous republic containing Muslims, Serbs and Croats, would be threatened.

To complicate matters, the opposition in Serbia is now becoming restless. Having seen the communists dislodged with relative ease in other republics, they are now demanding free elections as soon as possible. For technical reasons linked to the Serbian constitution, however, the communists are insisting that the constitution should first be rewritten on the grounds that the present one does not allow for such elections.

A new Serbian constitution represents a last-ditch attempt to integrate Kosovo and Vojvodina fully into the republic. This would end all vestiges of autonomy in these two provinces. The seeds of distrust have, however, been sown by Mr Milosevic and by Serb nationalists. Fostering any degree of trust rests with Mr Marković, one of the few politicians who has appeared able to transcend nationalist rhetoric.

repressed even further. He even suggests Serbia should start considering the fate of the Serbs in the republics of Macedonia and Bosnia. Hardly surprisingly, this is sending ripples through these two republics, both of which are also planning elections.

Liberal intellectuals in Serbia and Vojvodina are finally raising their voices against nationalism. They are even suggesting Mr Milosevic and the communists and the nationalists will run out of steam.

If and when Serbia recognises this, Yugoslavia may settle down to create the social, economic and political institutions necessary for a functioning multi-party system.

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Non-Aligned Movement reflects the move to practical goals.

When more than 100 countries gathered in Belgrade in September, Yugoslavia took the helm and, along with moderate leaders such as India and Egypt, managed to steer the movement towards tackling concrete issues such as economic co-operation and the environment.

Radical polemics by such hard-line states as Vietnam or Cuba were practically ignored.

Although the non-aligned movement has been overshadowed since the days of the first summit in 1961 in Belgrade, and while Yugoslavia is reluctant to admit that non-alignment has diminished in importance, they concede that Yugoslavia is looking westward.

Laura Silber looks at the delicate balancing act that is going on

The foreign ministry is looking westward

THE foreign ministry has had a

busy year, from hosting the Summit of Non-Aligned countries to coping with the collapse of communism in Eastern Europe and at home. As the country grapples with momentous changes, the foreign ministry is aiming practical policies aimed at boosting European co-operation.

These include:

• Orientation towards the European Community. Talks are expected to start by next year concerning Yugoslavia becoming an associate member;

• A redefinition of Yugoslavia's relations with neighbouring countries brought about by the new developments in Eastern Europe;

• A drive towards forging a unified foreign policy - a difficult task when the idea of a Yugoslav Federation itself is being questioned;

• A reappraisal of the role of the Non-Aligned Movement, of which Yugoslavia was one of the founding members.

As the Foreign Ministry attempts to address these issues, however, it in turn is being placed in a delicate position as Yugoslavia makes the transition from a one-party state to the multi-party system.

Foreign policy is traditionally anchored in the federal government's domain. However the government itself is in danger of being undermined by the individual interests of the six republics. For this reason, the foreign ministry is being forced into a balancing act in its attempts at consensus.

Europe

Attaining consensus among the six republics and two autonomous regions on any issue is a difficult task. However, they all share

the fear of being "left out" or isolated from the Community as it moves towards full integration by 1992.

"Although much preparation has to be done, the political commitment certainly exists," says Mr Srdjan Kerim, the vice-minister of Foreign Affairs.

"There are pressures to hasten integration, but we know that Yugoslavia cannot yet bridge the gap to join the Community," he added in a reference to the basic prerequisites for EC membership: a stable multi-party system and a market economy, both of which Yugoslavia has yet to attain.

These goals are being facilitated by the Prime Minister Ante Marković. For one thing,

The economy is being shifted quickly from State regulation,

although it will be a few years until market forces are flourishing.

In a first step toward European integration, Yugoslavia

has applied for membership to the Council of Europe.

In a complex society such as

Yugoslavia's independent foreign policy has been a source of pride since the country broke with Stalin in 1948. Yet the revolutions in Eastern Europe have undermined this claim to uniqueness. Yugoslavia, like the East European countries, must now come to terms with its communist legacy.

Relations with the east

It must also reassess its relations with its eastern neighbours.

It seems to be a rule that the further away the country, the better the relations. Yugoslavia's main problem with the USSR, once a potential aggressor, is the trade surplus of US\$16m. Relations with Poland and Czechoslovakia seem free of problems. The unrest in Romania, formerly a relatively secure border due to the absence of Warsaw pact tanks, causes concern, but the two countries seem to be on relatively good terms.

The same cannot be said for

Yugoslavia, any change is complicated by the fact that politics and economics are intertwined with national issues. The six republics, thus, are each moving towards political pluralism at their own pace.

On occasion, it seems the republics conduct their own foreign policy. Slovenia, the richest

Yugoslavia, which

is sensitive to perceived interference by Hungary with regard to the 300,000-strong ethnic Hungarian population in the Province of Vojvodina, which borders on Serbia.

The Foreign Ministry

responds coolly to these diplomatic forays. It is understood, however, that Brussels has sent an unambiguous message to Belgrade making it clear that membership for individual republics cannot be considered.

In addition to edging closer to the EC, the Yugoslav authorities are also keen on stepping up co-operation within the region.

Economic co-operation

Recently, Yugoslavia, together with Austria, Hungary and Italy, launched an economic co-operation programme which Czechoslovakia soon joined. Known by the rather ungainly title of the Pentagonal Conference, these countries are anxious to intensify trade and other economic contacts.

The western Yugoslav republics are active in Alpe Adria - a consortium which extends to Italy, Austria and Hungary; while Serbia announced the formation of a Danube basin co-operation in June, which, apart from Bavaria and Austria, includes the eastern countries along the Danube River. As ever, there are parallel efforts to boost Balkan co-operation, which could ease tensions while the dust of change settles.

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The Yugoslav authorities have garnered much credit for introducing a tough anti-inflation policy coupled with a freeze on incomes.

But the government's continuing commitment to containing inflation, boosting industrial output and closely monitoring wage increases will be put to the test over the next few months as it implements the second phase of its economic reform package.

The first substantial reforms were unveiled last December by Mr Ante Markovic, the Prime Minister. He launched what amounted to a comprehensive anti-inflation programme. Wages were frozen and most prices, except in utilities and other public services, were lifted.

He also pegged the dinar, the Yugoslav unit of currency, to the Deutsche mark. By doing so, he restored confidence in the currency; its black market value had been helping to fuel inflation.

The programme, spread over six months, has clearly proved successful. Inflation, running at more than 2,700 per cent a year, was brought down to less

than 4 per cent in May. The monthly consumer-price index fell from 80 per cent in December 1989 to 4 per cent by the end of April.

The curb on inflation and wages has also led to a fall in retail prices of both industrial producer goods, which fell by 15 per cent between April and May, and agricultural products, which fell by 8 per cent.

"The liberalisation of prices and more competition on the market meant a lowering of some goods," explained Mr Andrijko Jovicic, director of the Federal Institute for Social Planning.

The authorities also built up the foreign exchange reserves of the Markovic government must soon tackle the fall in industrial production. During the first four months of 1990, it fell by 8.7 per cent compared to the same period last year. The government had expected a fall

moment are not being earmarked for investment, are held by the National Bank, where they are invested in 3A security bonds. The remainder are held by the commercial banks.

The reserves are not treated as capital investments because of the convertibility of the dinar. "We had to keep our foreign reserves high in order to ensure our country is liquid outside and to secure the convertibility of the dinar," explained Mr Jovicic. He added that it was essential to have reserves available in order to keep a hold on inflation.

This touches on a problem the Markovic government must soon tackle: the fall in industrial production. During the first four months of 1990, it fell by 8.7 per cent compared to the same period last year. The government had expected a fall

between 3 and 4 per cent. Part of the reason for this fall is the lack of investments.

"The major problem for the Yugoslav economy is the lack of capital accumulation in enterprises," commented Mr Jovicic.

To improve industrial output, the government is hoping that its second batch of economic reforms will help generate a new investment cycle.

The reforms include:

- The establishment of a wage bargaining system, a crucial mechanism once the freeze on wages is lifted.

- Mr Jovicic thinks wages can be kept under control because of the new conditions under which enterprises will be allowed to increase wages. For instance, those enterprises performing well will be allowed to increase wages, but only on condition that part of the sur-

plus profit will be set aside for capital accumulation.

However, enterprises which continue to make losses will not be allowed to raise wages. Furthermore, if any enterprise in one month has been liquid for five consecutive days but has nevertheless recorded a profit, the authorities will still not allow it to raise wages.

- The reduction of operational costs of some enterprises which will either lead to factory closures - a highly politically-charged issue - or a reduction in the labour force.

Unemployment estimates for 1990 range between 150,000 and nearly 1 million. But Mr Franc Horvat, the Federal Secretary for Foreign Economic Relations, remains confident the expansion of small and medium-sized private enterprises, increase in foreign investment, and the growth of joint ven-

tures will absorb the temporary unemployment.

• The introduction of a fiscal policy which should take up some of the burden borne by the tight monetary policy.

Mr Aleksandar Mitrovic, the deputy Prime Minister, says an overhaul of the taxation system will play a big role in the economic reforms. "Our taxation system is upside-down. We do not have a taxation system compatible with the market economy. We must have a single taxation system," he explains.

The present system verges on chaos. In fact, the integration of the Yugoslav economy has been hampered because of the disparities in tax rates, tax bases and exemptions between regions, sectors and branches of industry. This situation, which clearly adversely affects competition and the allocation

of resources, will be addressed in the second package of reforms, says Mr Mitrovic.

The idea, he says, is for the government to introduce a personal income tax, which rates will be determined by the republics, which will also retain the revenue. This, says Mr Mitrovic, will lead eventually to the introduction of Value Added Tax.

On the issue of federal finances, the authorities intend to reduce the reliance on customs duties and indirect taxation which, says Mr Mitrovic, accounted for 30 per cent of the budget revenues in the 1980s. This has been reduced to 18 per cent in 1989 and in 1990 will fall to 12 per cent.

- A rehabilitation of the banking sector (see below).

- Defining property and ownership rights, a task which all the countries of eastern Europe

are facing.

In addition, the unknown factor of nationalism continues to loom. Were the nationalists, particularly in Serbia and Croatia, to transfer their rhetoric to the streets, and were Serbia doggedly to pursue its own economic path, investors might reappraise their involvement in Yugoslavia.

But for the moment, the omens for Mr Markovic and his policies look good.

Economic reform programme pays off

Political quartet seeks harmony

gaining control over the autonomous province of Kosovo, he strove to carve out a separate economic and political programme for Serbia, the largest of the republics.

Serbs today are tired of the nationalist rallies and the unfulfilled promises of a better life. Instead, they want pluralism and an end to one-party rule. The authoritarian Mr Milosevic will find it difficult to meet these demands. Like most politicians, he wants to survive, but this time, round, the odds may be against him.

His businesslike, plain-speaking approach to the country's chronic debt problem won him support rather than criticism. By the time he unveiled the first phase of his economic programme last December, Yugoslavia seemed prepared to take anything from him, including a pay freeze - and that has more to do with Mr Markovic's personality than their tolerance.

After 33 years' work at the giant Rade Koncar engineering works in his native Croatia, Mr Markovic has no illusions about what drives (or holds back) efficiency and productivity. Moreover, his ability to sidestep nationalist issues and focus on national interests has earned him a reputation as an impartial

player in the increasingly complicated political arena.



MR FRANJO TUĐMAN

THE President of Croatia and the republic's first democratically-elected leader for more than half a century is authoritarian. He is a man with a fixed vision of Croatia's history and future. Croatia must be a sovereign state within the borders of a Yugoslav "confederation" - or else go it alone.

But the former general is also a man whose rhetoric rarely matches his deeds. Since assuming office in May, he has moderated his views - and has even

said he would willingly negotiate the future political structures of Yugoslavia before taking any unilateral decisions. The mantle of power forces pragmatism and moderation even on the most die-hard of nationalists.

Mr Tudjman's nationalist past is long. Born in 1922 in Zagreb, the capital of Croatia, he was imbued with Marxist ideology. That gave way to nationalism after he joined Tito's partisans to fight, he says, "for a free Croatia". In the 1960s, his fiery nationalism led to his expulsion from Zagreb university and, later, imprisonment on charges of Croat nationalism. Tito, it is said, intervened on his behalf.

He considers the 1974 constitution to be one of Tito's greatest achievements. Serbia thinks otherwise. But then, Croatia and Serbia have rarely agreed in the years since the country was founded in 1918.

The map he has in mind is one which would double the size of Serbia by incorporating certain historical borders, including parts of the provinces of Croatia, Bosnia-Herzegovina, Montenegro and Kosovo. What a best-seller that would be for his followers who could possibly catapult their hero into power.

Serbia's borders

Mr Draskovic's opposition group, the Serbian Movement for Renewal (SMR), claims more than 300,000 members. Like their leader, known affectionately as Vuk (wolf), many affect long hair and beards, in the image of many Serbian heroes.

Until recently, Mr Draskovic's fame rested on his five books, which focus on what he calls the "genocide of the Serbian people." This amounts to a catalogue of grief concerning the fate of Serbs in the Second World War, post-war territorial divisions, and perceived abuse under the Communists.

He won support from nationalists by speaking out for Serbia when it was taboo to do so - and even before President Milosevic hijacked nationalist sentiments three years ago to gain power.

Mr Draskovic was indeed leader of one of the first "pro-Serbian" groups to come out against Mr Milosevic. But like Mr Milosevic, he is anxious to redraw Serbia's borders.

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KEY FACTS

Area	256,000 sq km.	23,556,000
Population	23,556,000	President Janez Drnovšek
Head of State	President Janez Drnovšek	Yugoslav Dinar
Currency	Yugoslav Dinar	Average Exch Rate 2.88 New Dinars per US\$
ECONOMY		
Total GNP (US\$ m.)	56,267	39,244
Real GNP growth (%)	-2.5%	-0.4%
GDP per capita (US\$)	2,989	N.A.
Current account balance (US\$ m.)	2,487	1,770
Imports incl. non-factor svcs (US\$ m.)	12,779	13,800
Imports excl. non-factor svcs (US\$ m.)	12,000	13,680
Trade Balance (US\$ m.)	779	120
Trade Dependency (%)	44.0%	70.0%
Total reserves minus gold (US\$ m.)	2,298	4,136
Total Public sector expenditure as % GDP	31.3%	N.A.
Total foreign indebtedness (US\$ m.)	21,684	19,685
Debt as share of GDP	58.5%	50.2%
Interest payments (% of exports)	8.8%	9.4%
Producer prices (industrial goods)	195%	1,252%
Industrial Production (% change)	-4.8%	-9.1%
Exports plus imports as % of GNP		

Source: IMF, OECD, EIU

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Our Way to Europe 1992

There are three fundamental reasons for the growing role of international strategic alliances and partnerships. The first is the notorious fact about the growing internationalization of world markets. The second, of no lesser importance, is the increasing complexity of technological change. The third is the speed with which innovations are picked up and disseminated around the world.

For advanced yet not fully developed Slovene high-tech companies there were additional hurdles related to the economy system in Yugoslavia.

To ensure that these Slovene companies will continue to rejuvenate their traditional export orientation, a new form of strategic partnership and business strategy is being explored: a joint venture arrangement with investors from abroad.

The most recent foreign investment laws along with other measures of the Yugoslav government show a radical move away from the rigid model of the planned economy. These allow foreign investors favorable and secure terms for capital investment in Yugoslav business enterprises such as free transfer of profits, full management participation, major share positioning, etc.

Both SIEMENS and ISKRA describe the new joint venture company ISKRA TEL as the most efficient way to jointly address Yugoslavia as well some other countries' markets. The public telephone switching networks gradual entry into the digital era and into the forthcoming ISDN (Integrated Services Digital Network) is a highly competitive arena in a highly complex technological environment (electronics, microelectronics, electrooptics, etc.).

Both partners' motives matched each other, contributed to their competitive strengths and neutralized gaps evident in previous individual efforts to address some telecommunication markets.

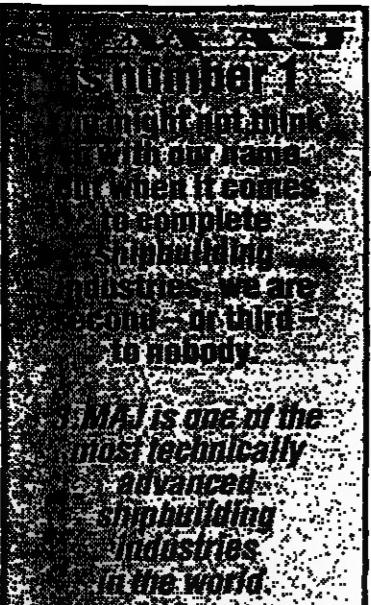
Both companies' officials agree that the new Yugoslav legislation contributed a great deal to the success of their arrangement.

The experience of the ISKRA - SIEMENS joint venture ISKRA - TEL could be a sound base for addressing the challenge of the single European Market after 1992. Europe 1992 will represent a burden to those companies not capable or ready to adjust their marketing strategy accordingly.

ISKRA, of course, offers other fields of activities, which may attract the interest of foreign partners: automation, cybernetics, test and measurement components, rotary and automotive products as well as consumer and home appliances.

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YUGOSLAVIA 4

The problems in Kosovo epitomise Yugoslavia's ethnic headache, writes Laura Silber

Move to democracy jarred by power struggle

ONE of the greatest challenges facing Yugoslavia as it makes the delicate transition from a one-party system to a multi-party democracy is defining the position of ethnic minorities within this country.

The problem is especially painful in Kosovo, the turbulent province tucked in the south of Yugoslavia, which shares a border with Albania. Today, Kosovo is one of the thorniest issues in Yugoslavia, where nationalism is the bridge from communism to democracy.

For the last two years, Kosovo has been the scene of bitter conflict between Serbs and Albanians. At least 30 ethnic Albanians were killed in 1990 when thousands took to the streets throughout the province to demand greater autonomy from Serbia, Yugoslavia's biggest republic.

The southern province encapsulates the problem facing Yugoslavia while it struggles with the legacy of 45 years of communism. National identity was damaged during Tito's rule - when it erupted, it was suppressed, by force if necessary.

Kosovo is Yugoslavia's poorest region, the average monthly salary of 1,718 dinars (US\$145) is just over half the national average, the unemployment rate is nearly double the national average of 18 per cent; the province is the most densely populated region in Yugoslavia, and ethnic Albanians, who have the highest birth rate in Europe, make up nearly 90 per cent.

At issue in Kosovo is the future status of 1.7m ethnic Albanians.

Serbs often perceive Kosovo to be the seat of Yugoslavian civilisation. It was from here that the medieval empire, under Tsar Lazar, was ruled. At Peć, in the heart of Kosovo, the Orthodox Serbs built their spiritual capital, symbolised by the Patriarchate.

The Serbs defended their kingdom against the Ottomans, but lost the Battle of Kosovo in 1389, an event which still figures prominently in the Serbian national consciousness.

Serbs and the descendants of the indigenous Illyrians - the Albanians, who are Muslim, Catholic and Orthodox - lived together in Kosovo during the centuries of Ottoman rule. The two rich cultural traditions com-

plemented each other.

As the heart of Serbian civilisation moved northward and Belgrade became the economic and political hub of the nation, the Serbian population in the region declined.

After the Balkan Wars of 1912-13, the Serbs returned to Kosovo, where the Albanians had become the majority. The cultures clashed when the Serbs tried to regain Kosovo through a colonisation programme, and attempts to suppress the Albanians were continued under the communists.

To prevent the largest group from dominating the country, Tito carved up Serbia - Vojvodina to the north and Kosovo and Metohija to the south.

In spite of attempts to reduce Serbian influence, Kosovo was controlled by Mr Aleksandar Rankovic, Tito's security chief, whose name still evokes memories of repression and persecution among ethnic Albanians.

When he was ousted in 1968, Albanians took to the streets demanding equal rights. In response to their demands, and against Serbian wishes, Tito gave the ethnic Albanians rights to cultural expression.

This was cemented in the constitution of 1974 and the granting of full autonomy to the Albanian population.

For the next seven years money was poured into the prov-



ince. A huge university library, a 13-story hotel, a state-of-the-art sports complex and several towering office buildings stand in stark contrast to the squat, solidly built provincial capital, symbolised by the Patriarchate.

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plemented each other.

As the country comes out of its cocoon, joins the Conference on Security and Co-operation in Europe (CSCE) and liberalises its harsh legal code.

The province's Albanians,

however, say their future is

in Yugoslavia, but with

equal rights.

The Serbian Government

promises free elections by next

spring, following the promulgation of a new constitution which would centralise decision-making in Belgrade. The opposition, including groups in Serbia, have demanded free elections before a new constitution, saying the government has no mandate.

The Serbian Government shows no signs of capitulating to avoid being the last Yugoslav republic to hold free elections. But at the same time, Serbia is faced with the question of whether to allow elections in Kosovo, where ethnic Albanians will gain certain victory.

If elected to Parliament, the opposition could undoubtedly make a bid for autonomy from Serbia, which already controls Kosovo's police and courts. In essence, it is thought they will call for a return to the 1974 constitution.

The Albanian deputies to the province's Parliament continue to refuse to implement Serbian policy. Shadow organisations divided along ethnic lines have been formed parallel to official institutions in short, Kosovo has de facto segregation, a strange blend of official and opposition policy: Albanian and Serbian pupils go to school at different times. Each ethnic group patronises its own shops, cafes and restaurants.

What is taking place is a struggle for power. As the political environment changes within Yugoslavia, there are hopes a solution could be found. Yet to rebuild confidence will demand concessions from both sides. The chances of that are more remote than ever.

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largest producer of electric power and raw materials, claims it supplies the most developed regions, including Croatia, with energy at below market prices.

The Croat electorate felt, none the less, that Serbs and Croats in Croatia hold a privileged position within the Yugoslav federation.

Anti-Serbian polemics during the campaign upset Serbs.

Croatian fascists, called the Ustase, set up the Independent State of Croatia, which sent tens of thousands of Serbs, Jews and gypsies to their deaths in concentration camps. Reports of CDU links with Ustase who are living abroad drew sharp criticism from the communists.

The CDU, which considers itself close to western European social democratic parties, bore the brunt of an anti-communist backlash spearheaded by the CDU during the elections. The party won only 73 seats in the three-chamber par-

liament. When the newly-constituted assembly convened for the first time on May 30, Mr Ivica Racan, the PDC President, was left without a seat and had to remain standing in a Sabor packed with victorious CDU deputies.

Following the pattern of Serbian politicians, CDU leaders revived the national pride of the predominantly Catholic Croats. Before the first session of parliament, the 26-member government attended a mass, after which Cardinal Franjo Kuharic, Archbishop of Zagreb, said the Roman Catholic Church would have closer relations with the CDU than with the Communist authorities.

YUGOSLAVIA 6



Tourists and local people sit outside a sunlit cafe, with the city and mountains making a glorious backdrop, near Bascarsija, Sarajevo's old Turkish bazaar

Tourist spending is up by 51 per cent so far this year, writes Laura Silber

Sun shining down on tourist industry

A PROCESSION of ships streams through the Yugoslav Bay of Kotor, an inlet of the Adriatic Sea in Montenegro, which is surrounded by mountains crashing into the blue water. Every year, sailors observe a 17th century custom by casting stones on to the island of Gospa od Skrpjela. Stone by stone the island expanded as it became a shrine to sailors from Venice and the Ottoman and Austrian Empires who had been lost in shipwrecks and pirate raids.

Although no longer besieged by pirates, the Yugoslav coast has not lost its allure for foreigners, a fact borne out by the latest statistics issued by the federal government.

The summer season opened on a promising note for the tourist industry. The number of foreign visitors rose by 6.6 per cent in the first four months of 1990. They spent US\$512m - 51 per cent - more than in the same period last year.

"Results have proved better than expected," said Mr Andrija Jovicic, the Director of the Federal Institute of Social Planning. He anticipates this year's earnings to far exceed the projected \$2.3bn.

The Yugoslav authorities are themselves stepping up efforts to diversify tourism and to attract visitors throughout the year. The 1994 Winter Olympics in Sarajevo helped to publicise Yugoslavia's winter sport facilities. More hotels are being built every year in the republics of Serbia, Bosnia and Slovenia. For those tourists who are taking a holiday to recuperate,



From the honeymooning Prince and Princess of Wales to backpackers, Yugoslavia has long been a favourite tourist destination

there are 70 spas and recreation centres which offer a variety of therapeutic treatments such as massage, mud baths and sauna.

The tourist industry earned about \$2.2bn in 1989 when nearly 10m foreigners visited the coast, went skiing or went bear hunting. The stimulation of the tourist industry is an important element of the Yugoslav economic reforms.

This year's steep increase in foreign exchange earnings stems mainly from the introduction of the convertibility of the Yugoslav currency in January. This has helped to channel hard currency through banks instead of the black market. The industry is going to be

Last year, foreign tourists often used hard currency to pay directly for services or often exchanged money on the black market which earned them an extra 10-30 per cent. However, the black market went out of business almost overnight in December when the dinar was made convertible.

The changes in Eastern Europe have also boosted tourism. Eager to travel abroad, more than 5m people from neighbouring Hungary, Romania, and Bulgaria visited Yugoslavia in the first four months of 1990, which is an increase of about 150 per cent over the same period last year when 2m crossed those borders.

The tourist industry is anxious, however, to attract more visitors from Western Europe. The industry is going to be

in a number of ways. There are plans to construct new and/or improve old roads linking Yugoslavia with Austria, Italy and Hungary.

Yugoslavia is also looking at ways to finance the construction and improvements of the motorway infrastructure by offering potential foreign investors freedom to make use of duty free zones, open up restaurants and other facilities.

"Tourism is the most sensitive market, the first to respond to good or bad news," said Mr Dragan Barakatovic, the Assistant Federal Secretary for External Economic Relations. Indeed, reports in the international press of Yugoslav political instability and high inflation have actually led some tourists to cancel their plant.

Another blow to tourism is the elas which first bloomed in the Italian Adriatic but has since spread to the northern Yugoslav coastline. Although the elas is said to be harmless, the phenomenon is not exactly a tourist attraction. Authorities have waived taxes on equipment imported to clear up the problem, which seems, so far, to be contained in the north.

In spite of these environmental and political problems, the number of foreign tourists has risen. Domestic tourism, on the other hand, has fallen off sharply. The country's difficult economic situation may have kept Yugoslavia at home, although when strapped for cash in previous years, Yugoslavia always seemed to manage to take a holiday. A more likely cause for the decline in domestic tourism is the increased ethnic rivalry between Serbia and Croatia, which left most Serbs to plan holidays in Greece rather than on the Adriatic Coast, which is primarily within the republic of Croatia.

From the Serbian medieval monasteries in the South to the alps in Slovenia in the north, Yugoslavia offers the scene for an enchanting holiday, although foreign holidaymakers occasionally complain about slow service, unreliable transportation schedules and considerable confusion surrounding the currency. When paying a bill, the tourist should beware that the dinar was revalued during last year's soaring inflation. Today, a 50,000 "old" dinar bill is actually equal to 5 dinars (or 42 US cents). New bills have also been issued and are used concurrently, so a 500 "new" dinar note is worth about \$42.

These were the measures which made up the first package of reforms.

Another package introduced in December 1989, when Mr Ante Markovic, the Prime Minister, presented the first comprehensive phase of his economic reforms, included the "Law on the Rehabilitation, Bankruptcy and Liquidation of Banks and other Financial Organisations." This empowered the NBY to impose solvency ratios on banks and financial institutions. "We limited the total amount of assets to less than fifteen times the equity," explained Mr Nivotic. He added that the Yugoslav banking system remains one of the country's heaviest loss-makers because banks were frequently compelled, under pressure from political institutions, to invest in enterprises known to be incapable of repaying either their loans or interest.

Judy Dempsey looks at a wave of reforms

Banking rehabilitation

THE GORDIAN knot which tied Yugoslavia's banks to enterprises is being loosened as the banking system is slowly rehabilitated.

Bankers and economists agree that the path to radical reform in this once highly politicised sector will take several years to travel, and that enterprises, which in the past had an extremely close relationship with the banks, will eventually be forced to stand alone.

The first wave of banking reforms started in February 1989 when the federal authorities agreed to transform banks into shareholding companies. The idea was to broaden the equity base through opening up fresh possibilities for new investors and even private investors.

The problem with this policy is that it did not allow individuals to have voting rights. Instead, these rights remained confined to the enterprises which were, more often than not, the founding members of the banks.

In addition, the financial impediments to the creation of new companies and the provision of venture capital have not yet been removed. Moreover, enterprises, which in the past were free to found their own banks, were often loss-making and, more dangerously, as co-owners or owners, were issuing themselves with credit they could not back.

Not surprising, the consensus among economists in Belgrade is that for the foreseeable future, the banks will remain unattractive for potential investors. Despite suggestions by Mr Djordje Nivotic, of the NBY International Relations department, that the incestuous link between banks and enterprises is being broken, the risk that banks continue to discriminate in their lending conditions in favour of foreign members, and notably big donors, remains.

Mr Nivotic and his colleagues at the National Bank of Yugoslavia have no qualms in admitting the transformation of the banking system will be a long and difficult process. At the same time, they are keen to point out that as part of this process, the NBY's powers have been expanded with the aim of weakening political interference.

As a result, the banks were often forced to charge high interest on loans to profit-making enterprises which pushed interest rates well above the rate of inflation.

For this reason, the Prime Minister last January stressed the need for a full bank rehabilitation process.

"It is an exercise which has to be managed cautiously," says Mr Nivotic, explaining how the NBY would review the financial statements of all the banks, and by using international standards, would identify those banks which should be liquidated or else supported by additional capital investment, or even by some form of takeover of their non-performing claims.

• The NBY's control over the money supply has improved; • Subsidised crediting (particu-

larly to large, indebted enterprises) is being phased out; and certain sectors demanding subsidies will have to be financed from the Federal budget;

• The NBY now has the power to evaluate the creditworthiness of those commercial banks seeking liquidity credits;

• Credits by the NBY to the Federation require authorisation by the Federal Assembly.

These were the measures which made up the first pack-

age of reforms.

The NBY has no illusions about the time involved in reforming the banking system and the risks involved, particularly given the record of enterprises' capacity for granting themselves loans. Divorced from their landers, the enterprises are now as vulnerable as the banks they established.

That is why the Federal authorities last December passed a "Law on the Federal Agency for the Insurance of Deposits and the Rehabilitation of Banks" and the "Law on the Provision of Funding and on the Operation of the Agency." The Agency will employ experts whose main task is to rehabilitate the banks.

• Further information: OECD Economic Survey, Yugoslavia, 1990

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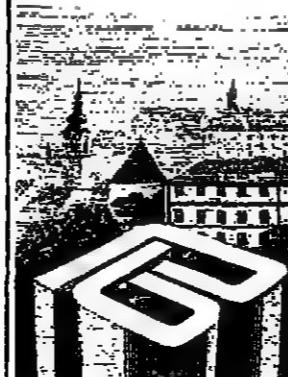
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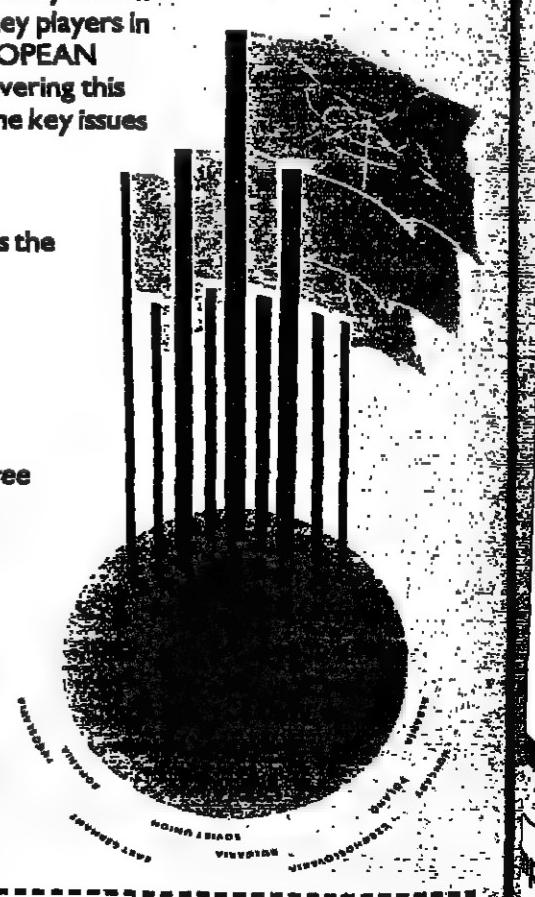
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JOBs: People with conflicting attitudes to time limits do not need to be constantly at war

WHICH are you - a deadline defuser, or a deadline dicer? Most of us seem to be one or the other: either getting things done well ahead of time, or waiting until there is precious little left before we even start.

Each type can deliver the goods when working alone. But when both types are harnessed to the same task, as they often have to be, they are less likely to pull together than to tie one another in knots.

As newspaper reporters are notorious for deadline-dicing, there are no prizes for guessing which of the two the Jobs column is. Indeed, I am hard-pressed even to imagine what working life looks like from the other side of the divide. The incomprehension nonetheless appears to be mutual, because evidence that defusers are equally blinkered is in constant supply.

For instance, when newly met people are told what I do for my living, a good many of them say: "Oh that wouldn't suit me, I could never cope with such short deadlines."

Which side they are on is obvious. Only defusers would view deadlines as deterrents. To us dicers, they are quite the reverse. Our problem is not meeting mere time limits, but getting down to such excruciatingly unnatural

How dicers and defusers can make friends

activities as writing at all. While we may not like deadlines, we know that without them little or nothing would ever be produced.

The trouble is that, besides being incapable of understanding one another's dynamics, the two types rarely discuss how their differences might be reconciled.

More often by far, each tries to force its own way of working on the other by stealth.

A favourite dodge of defusers, with their strong sense of order, is to try to cushion their nerves against panic by fixing artificial deadlines well before time truly runs out. Dicers, with their sharp sense of actuality, typically respond by feeling unwarrantably imposed on while finding cogent excuses for delaying ever closer to the real moment of doom. So the pattern of work tends to end up as it was beforehand, except that each side respects the other still more.

Unfortunately, the damage may not be confined to frayed nerves. Take for instance a central concern of Don Taylor, a consultant psychologist in Southampton. Among other things, he advises on

the prevention of collisions at sea - which, to judge by his comments, seem miraculously few and far between.

When two ships approach on converging courses, the rule is clear. Only one of them should take avoiding action, and that is the ship with the other on its starboard side. The second should continue serenely on its way. But when it is under the command of a dicer, whereas the first ship has a dicer on its bridge, the differences come perilously into play.

Dilemma

"It appears to be bit taboo for merchant ships to communicate by radio or otherwise," Dr Taylor says.

"And although you can detect each other by radar a long way off, they don't like to act until they're well in sight, usually three or four miles apart. That sometimes applies even to the biggest ships, whatever they start doing, take a long time to change."

"So imagine you're in charge of the ship that's supposed just to stay on course, but although you

think the other is now inside a safe distance, it keeps coming on and on. What do you do?"

"If you obey the rules and do nothing, it might simply not have noticed you and press on till it's too late. But any action you take is liable to precipitate a collision, even blowing your hooper. That's like waiting in your car at a traffic signal, and as it changes the vehicle in front puts its reversing lights on. If you sound your horn, the driver's likely to panic and back into you all the harder."

In Don Taylor's view, the sharp difference between defusers and dicers can be traced to personality traits. And one way of detecting the conflicting tendencies is the Myers-Briggs test developed from the work of the great C.G. Jung.

It measures four personality factors, each of which can be seen as a line between two poles. Most of us aren't at either extreme, just more or less markedly nearer one than the other.

The first of the factors divides extraverts from introverts - a distinction which, although not as clear-cut as is often believed, is

well enough known to need no explanation. A second divides people whose acts are governed by thinking from those who are driven by feeling. But it is the remaining two factors which are thought to account for the differences between dicers and defusers.

One of them distinguishes between *sensors* and *intuitives*. The former deeply believe that the world is exactly as it appears to their senses, and the simpler the impression it makes on them, the better they tend to be pleased. Intuitives are equally convinced that everything is more complex than it seems, and that conforming to established practices is humanly inferior to generating new ideas.

The other factor relevant to behaviour divides *judgers* from *perceivers*. The judging variety like to draw clear-cut decisions, and count making a decision as more important than improving the criteria and data on which it is made. Perceivers are bent on sifting, extending and otherwise changing the existing criteria and information, and regard deciding as something it is best to defer.

Accordingly, the arch-defusers are the *sensing judges*. For one thing, since deadlines are part of their beloved decision-making process, they see them as desirable things in themselves. For another, liking life to be simple and ordered, they take pride in completing tasks well ahead of time. They constitute about 38 per cent of people tested by the Myers-Briggs yardstick.

Decisiveness

The same love of getting things decided tends to outweigh *intuitive judges'* dislike of established ways, putting them in the defusers' camp. They make up about 12 per cent of the population.

Sensing perceivers, who make up a further 38 per cent, have a respect for order and system which makes them often give ordained deadlines pride of place over their urge to wrangle out a bit more data.

The arch-dicers are the *intuitive perceivers*. Although they constitute only one in eight of the public, they can create alarm and dependency far beyond their density. Even so, not only is their creative potential

highly useful to virtually all sorts of organisations, but they do not need to be at war with the other types - not even with their polar opposites.

For example, Dr Taylor is an arch-dicer whereas his partner in the Southampton company is a sensing judge. "Like most of the different personalities, we're able to complement each other with better results than either would achieve just working with people of the same kind. But that can't be done unless every team-member values and respects the others' contrasting ways of operating."

Andrew Stewart, a consultant psychologist specialising in team-building, agrees. "A great help to people in understanding their differences, and how they can work together instead of against each other, is a common language for describing them," he says.

While one example is the the Myers-Briggs classification outlined here, several others will serve just as well. Another is Transactional Analysis with its divisions between hurry-up types, I'm-perfects, pleasers, and so on....

But there I must stop. For this particular intuitive perceiver, the moment of doom has arrived.

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Our client is an international information-services group, worldwide market-leader in its field, and successful subsidiary of a major US corporation. Following a period of sustained growth both in revenue and income, they now wish further to strengthen their financial controls and improve cashflow, through the appointment of a European Credit Control Manager. Based at their Corporate HQ, and reporting to the Group Treasurer, your task will be to establish and then to maintain efficient and effective credit control systems and functions for each of their 6 major European businesses. You will undertake in-depth reviews of existing, largely accounting-based, practices and based on your recommendations, implement progressive and practical receivables control procedures and systems throughout Europe. For this important management role, we are seeking a very experienced credit control manager, with a sound educational/professional background, who can demonstrate solid achievements in the field of credit management based on experience gained in a fast-moving, ideally international environment. You will be a self-starter, highly motivated, European in outlook and with excellent communication skills. You should also be willing to travel extensively during the start-up phase of this project.

Salary will not be a limiting factor for the right candidate and the excellent benefit package will include a contributory pension and bonus schemes.

To discuss this appointment in confidence, call Neil Wax on 071-387 5400, or write with CV and full salary details, quoting ref 10235, to: Financial Selection Services, Drytton House, Gordon Street, London WC1H 0AN. Fax: 071-388 0857.

ATTN: F.X. DEALERS

Money Market

to £40,000

£250,000

Major international bank wishes to appoint an experienced deposit dealer. Applicants should be well educated and ideally aged between 23 and 30. Working in all major Euro currencies, you should possess a sound knowledge of C/D trading and arbitrage in addition to proficiency in fixed date cash.

Chief Dealer

£ Neg

Respected European bank requires an experienced Forex' leader to head up a small active team. Candidates must be equally comfortable with jobbing and strategic positions, in major or cross currency trading. An excellent package is on offer to the right individual, who will need to provide a successful career history.

Please telephone or write in confidence, quoting ref: CS2094

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210 Bishopsgate, London EC2M 4NR

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UK Merchant Bank

Senior Transactor M&A

Excellent Package

City

Quality blue chip merchant bank seeks proven M&A specialist to supplement the existing team. Profit share bonus scheme.

THE COMPANY

- ◇ Respected traditional UK merchant bank which has identified several profitable market niches and is growing strongly.

THE POSITION

- ◇ Senior member of the corporate finance team to concentrate on M&A work.
- ◇ Excellent marketing skills. The ability to exploit a well developed database and increasing client relationships.

QUALIFICATIONS

- ◇ At least three years significant M&A experience.

Please reply in writing, enclosing full cv,
Reference 1J1250
54 Jermyn Street, London, SW1Y 6LX



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Assistant Director

Leading Merchant Bank

City

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THE COMPANY

- ◇ Highly successful and profitable British based Merchant Bank.
 - ◇ Prominent and well respected worldwide project advisory business.
 - ◇ Stable and experienced top management team.
- THE POSITION**
- ◇ New position arising from growth in the business.
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THE COMPANY

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 - ◇ Pre-eminent financial services practice. Excellent relationships with a select and blue chip client base.
- THE POSITION**
- ◇ To provide a research capability in the financial services practice, supporting the Directors in the identification of potential candidates.
 - ◇ To monitor the banking and financial services sector, reporting to the Director of Research.



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Management Position in a large German Financial Institution

Our client is regarded as one of the top property lenders in Europe.

There is an opening for a qualified manager to head and direct the department responsible for evaluations as well as the assessment of the prospects for various industrial sectors.

Manager - National and International Real Estate Evaluations

You will be in charge of a team of experts in Germany, specialized in property valuations and in the assessment of industries and you will be responsible for supervising inhouse and external experts abroad. Major credit and other business decisions will be made, based on your department's property valuations and assessments.

The successful candidate will be a strategically-minded, forceful individual with exceptional expertise in both national and international real estate markets who has definite management and leadership qualities. He should be able to negotiate confidently in both German and English.

Please send your full personal and career details to ifp, where Mr. S. Ulrich (Tel. West Germany 221/20506-40) or Mr. M. Baldus (Tel. West Germany 221/20506-36) will gladly provide you with further information over the telephone.



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Senior Corporate Banker

Central London

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Innovation, experience and the strength of our client relationships are the foundations of our business.

A business retaining a personal approach based on a thorough understanding of corporate banking needs to identify individual solutions.

Our clients cover a wide range of sizes and market sectors and yet each benefits from the same high levels of professional service and commitment from their client management teams.

Sustained and rapid business growth means we are in an excellent position to develop further the market potential through our London branches and regional network - each of which are independent in culture and management style.

We are now looking for a senior and suitably experienced Corporate Banking Manager who is ambitious and has entrepreneurial marketing flair. Of graduate calibre and ACIB qualified (or equivalent), the successful candidate will be self-motivated and dynamic in generating new business. Excellent communications and management skills are also required.

This is a unique and challenging career opportunity which will have a direct impact on the future, success and direction of the organisation.

To apply please forward your full CV including income details to Mrs. Anne Dunford, Assistant Director - Personnel, Hill Samuel Bank Limited, 100 Wood Street, London EC2P 2AJ. Fax: 071-726 4571.

HILL SAMUEL
MERCHANT BANKERS

A Member of the TSB Group
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Senior Swaps Trader

The swaps and risk management team of this leading international banking group is now seeking to recruit an experienced trader. The appointee will enhance this already strong division with the addition of good derivatives knowledge, and a solid trading track record. Our client demands a minimum of four years' experience, actively running a book in either DMK, French Francs or ECU. Additional dealing experience will also be considered. Aged probably in their late 20s/early 30s, candidates will be degree educated and looking for a challenging trading opportunity where

they can successfully take on board increased responsibility as quickly as possible. This position benefits from a highly competitive salary and excellent bonus potential, together with the normal banking benefits. Those interested in applying for this position should contact either Arabella Goodfellow or Kate Griffiths, on 071-831 2000, or write to them enclosing a full curriculum vitae, which will be treated in strictest confidence, at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LP.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Corporate Finance Director

Our client is a highly respected merchant bank with extensive operations in the UK and the Continent of Europe. Headquartered in London, it has a widely acknowledged capability in the areas of Project Finance, Corporate Finance, Asset Trading, and certain complementary activities. It currently employs approximately 300 people. There is a strong commitment to develop further its corporate finance business and therefore it is now seeking to recruit a corporate financier at Director level.

The successful candidate's responsibilities will be to develop the broad range of corporate finance business, as well as to take a lead role in dealing with clients and concluding transactions. The intended area of activity will cover mergers and acquisitions, listings and flotations, general corporate advisory work, underwritings and acquisition finance.

The successful candidate is likely to be aged in the mid-30's to mid-40's and is probably working at present in the Corporate Finance Department of a leading merchant or investment bank in London. It is likely that he or she will have a first degree and a legal or accountancy qualification or an MBA. He or she will be able to demonstrate a track record in the broad range of corporate finance activities, with a particular focus on business generation and domestic UK deals.

This is a senior appointment and our client is willing to pay a highly competitive remuneration package which would include a strong performance related element.

Replies, enclosing a c.v., will be treated in the strictest confidence and should be addressed to Ref. No. FT1015, Russell Reynolds Associates Inc., 24 St James's Square, London SW1Y 4HZ.

CRT CREDIT MANAGER NEGOTIABLE

CRT Europe Inc., the London Office of one of the world's leading options and futures trading firms require a manager to handle all credit aspects of its UK and European trading.

Duties will include establishing, maintaining and administering counterpart relationships for a broad range of products, and liaising with traders and credit personnel in London and Chicago.

The applicant must have experience as a credit analyst/manager preferably in metals and/or oils, be a self starter with good communications skills, and have an outgoing, flexible and confident personality.

Send detailed CV to Steve McCaus
CRT Europe Inc.
1-6 Lombard Street
LONDON EC2V 9AA
OR telephone 071-228 7041 for further information.

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Our client offers the widest range of investment services in modern headquarters in the City. They are also able to offer positions in existing branches or will establish new branches elsewhere for suitable people.

Package: Negotiable
Please contact: The Executive Selection Director
Nicholas Angel Limited
11 Waterloo Place
London SW1Y 4AU

Mergers & Acquisitions

Director

A pre-eminent international bank is expanding its mergers and acquisitions activity in London. Already a major player in project finance and asset management they seek to expand their existing corporate finance operation, with the recruitment of a number of individuals. In the first instance they seek an individual at Director level.

Working as part of a small team, the appointed individual will take responsibility for expansion of the business through the development of his/her own contacts and through the bank's existing client base. The department is already active in European cross-border deals and therefore individuals will need to be familiar with both this and the domestic market.

Candidates will need to have gained substantial deal experience and demonstrate the ability to



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

originate business in addition to possessing a high level of technical and transactional skills. The ideal candidate will currently be working at Assistant Director/Director level in a UK Merchant bank and be fluent in French. This position will appeal to individuals seeking an opportunity to be instrumental in their own success as well as that of a banking organisation destined to be the leading player in a pan-European market.

The remuneration package will be highly competitive and will reflect the level and experience of the appointee. Interested applicants should contact Penny Bramah on 071-631 2000, or write in confidence enclosing a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

Treasury Dealer

PRESTIGE MERCHANT BANK ★ CITY

is of course essential.

The very attractive salary package will be backed by the usual banking benefits including housing allowances, non-contributory pension and BUPA; in addition, bonuses and profit-sharing will provide extensive scope for rewarding performance.

Please send your full cv to Media System, Attention: Mrs. House, Cloisters Business Centre, 8 Battersea Park Road, London SW8 4BG, quoting ref: 1880/FT on the envelope. Your application will be forwarded immediately to the Client's Personnel Director, unless marked 'Security check' and noting separately any companies to which it should not be sent.



MEDIA SYSTEM

Nordic Originator

Citicorp has a vacancy within its established Nordic Origination team, which is based in London, to service and support our branch network in the Nordic countries in the areas of capital markets and financial engineering.

Applicants should have a good understanding of the Nordic capital markets business and will be expected to quickly move into a marketing position, facing off either directly with our clients or through our branch network.

We expect applicants to have a business degree and at least 3 years experience in either banking or corporate treasury, together with fluency in at least one Nordic language.

Please write with full career and salary details to Mike Lowe, Citibank N.A., Citibank House, 336 Strand, London WC2R 1HW.

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£20,000-260,000 + BONUS + BANKING BENEFITS

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We invite applications from candidates who must have had at least 1 year's experience of selling Eurobonds and Warrants to key European institutional clients. A second European language whilst desirable is certainly not essential. As part of a small team the selected candidate's brief will be to sell Eurobond and Warrant products both to the company's existing client base and to contacts which the successful applicant will be expected to introduce as new business to the company. Essential qualities are business flair, the positive sales ability to drive forward further this key activity and the ability to make an immediate impact. Whilst it is envisaged that the initial base salary will be in the range of £20,000-260,000 a higher figure may be paid if needed to attract the best talent in the market. There will also be a bonus, non-contributory pension, PPP, mortgage subsidy, personal loans scheme.

For this appointment we are particularly keen to hear from candidates in strict confidence by telephone on 071-628 0899 or alternatively written applications under reference ES23482/FT will be forwarded to our client. If there are any companies to whom you do not wish your application to be sent, these should be listed in a covering letter and the envelope marked for the attention of the Security Manager: CJA.

3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PJ. TELEPHONE: 071-588 3588 or 071-588 3576. TELEX: 857874. FAX: 071-256 8501.

Jonathan Wren Executive

UK Swaps Marketing to £80,000

A major international bank with a growing reputation in the swaps market now requires a senior marketing professional to cover UK business.

Candidates must have a minimum of three years relevant UK experience and be able to demonstrate a successful track record. Probable age range 28-40...



Please contact Nigel Haworth on 071-623 1266

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Sales and Marketing opportunities

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An exciting opportunity has also arisen for a Customer Services Executive to set up and run a function providing assistance and information on the full range of company products and services. Knowledge of investment products is essential, together with excellent communication skills.

Career prospects are excellent and we will offer attractive packages commensurate with age and experience.

Please forward CV in complete confidence to:

Pauline McDerment, Personnel Manager,
Capital House Investment Management Limited,
6 New Bridge Street, London EC4V 6JH.

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The investment management arm of The Royal Bank of Scotland Group

DIRECTOR OF RESEARCH GLOBAL CONSULTANTS

A leading U.S. consulting firm requires an individual to organize and direct its London-based research of the global market for investment management and related financial services. Responsibilities include the supervision of library research, market surveys and personal interviews and the preparation of client reports. The ideal candidate would be in the mid-to-late thirties with more than five years management experience in financial sector research. The Research Director, who will report directly to the London Managing Director, will require excellent communication skills and an appreciation of database management systems. French and/or German language abilities would be a plus. A very competitive compensation package will be offered.

Send detailed C.V. and a letter describing your capabilities to:

Mr David M Boorer
InterSec Research Corp.
111 House 6 Albemarle Street
LONDON W1X 3RF

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Senior legal executive with outstanding credentials taking early retirement from major international company, looking for consulting arrangement with European law firm or corporation on matters involving U.S. Government and private international transactions. Accustomed to international travel.

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Trainee Executive - Capital Markets

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1989/90 Graduate

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YAMAICHI

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres. In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries.

A vacancy has arisen in the Capital Markets Group of its expanding Corporate Finance Department. An intrinsic part of the company's investment banking business, the Group is responsible for structuring debt transactions in the form of bonds or loans, utilising a wide range of derivative products (swaps, options, futures, etc.). The Group acts as a link between Debt Marketing Officers and the Sales Departments in Tokyo, London and other centres. Consequently, the Group's responsibilities are extremely wide ranging.

The successful candidate, apart from being highly self motivated and numerate, will be able to analyse problems on his/her own, as part of a team, and be able to communicate results clearly. Computer literacy would be an advantage.

The Sciences, Mathematics, Engineering, Finance-related subjects or Economics (with a Mathematical or Statistical bias) are likely backgrounds for applicants.

Applicants should send all details they consider relevant with a hand-written cover letter, to Miss Diana Crosby, Recruitment Officer, Yamaichi International (Europe) Limited, Finsbury Court, 111-117 Finsbury Pavement, London EC2A 1EQ.

Skopbank International SA

Assistant Manager - Credit Analysis

Luxembourg

c. £30,000

The Luxembourg operation of the Skopbank Group was established last year to expand its business in the European market place. Its primary activities are in syndicated loans, property-related and other asset finance.

An opportunity has now arisen for an experienced credit analyst to join the Luxembourg team. You will be a graduate or ACIB, probably in your late twenties/early thirties, with a minimum of 2 years hands-on experience of general and corporate credit analysis, ideally in a European context. Preference will be given to candidates who are bilingual, and with some knowledge of German and/or French.

This is a challenging position with considerable career prospects. In addition to an attractive salary, local benefits will apply including a mortgage subsidy.

For further information please contact David Scott-Ralphs on 071-623 1266.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

Jonathan Wren

Recruitment Consultants
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Our Client maintains a truly powerful and pre-eminent position in the global trading markets. The London Treasury operation continues to expand and currently seeks to develop its off-balance sheet activity by the recruitment of a Senior Trader with a pronounced expertise in \$ denominated FRA's, short swaps and futures trading. Candidates will be in the age range 26-35, with a strong background in hedging techniques and risk management; computer literacy and a creative approach are to be regarded as necessary attributes. This challenging and rewarding opportunity to join an organisation of distinction offers genuine scope for personal career development with salary and benefits to match.

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one of the world's premier financial organisations, plans to establish in the Dublin International Financial Services Centre and has already commenced a Pooled Funds business. A challenging opportunity exists for a qualified Chartered or Certified Accountant who will ensure compliance and reporting with regulatory authorities for offshore business locations. A key responsibility will be the establishment and execution of controls to ensure the integrity of financial information. There will be some travel opportunity between Ireland and New York and considerable travel between Ireland and Luxembourg.

Candidates will essentially have obtained relevant post qualification experience in either professional practice, brokerage or a mutual funds environment. It will be helpful but not essential to have acquired familiarity with financial instruments, the financial statements of offshore funds, security fund accounting systems and PC skills.

A competitive compensation package, including normal banking benefits, will apply. Please send full details, including present salary, in confidence to:

The Manager, Pooled Funds Services Group,
Chase Bank (Ireland) Plc,
10/11 South Leinster Street, Dublin 2.

CREDIT ANALYSTS

City up to £30,000

Business growth within the Corporate Banking area of a major international bank has created the need to recruit additional Credit Analysts.

These are high profile roles in which the successful incumbents will have extensive interface with both clients and senior management. In addition to visiting clients alongside Account Managers, you will become involved in a wide range of credit reviews, analysis and proposals relating to a diverse client base.

Applicants, in their mid to late 20s, should be educated to degree level, have strong PC skills and sound credit analysis experience gained with a UK Clearing bank or major International bank. Additionally they will be seeking to join a progressive environment with excellent prospects in the short to medium term.

For further information please contact Judy Elmes at:

WELL COURT ASSOCIATES
11 Well Court, London EC4M 9DN
Tel: 071 236 0723 Fax: 071 489 8305
FINANCIAL RECRUITMENT CONSULTANTS



Bank of Wales Plc is a rapidly growing member of the Bank of Scotland Group.
As a result of further planned growth, we are seeking to fill the following positions at our Head Office in Cardiff.

SECURITIES OFFICERS (10K-15K)

The Securities Department is a centralised unit in the Bank of Wales' prestigious headquarters in the centre of Cardiff which is responsible for the Bank's entire portfolio of charged securities. As a result of promotion and re-organisation, we now have vacancies for experienced Securities Officers.

We are interested in hearing from applicants with a substantial knowledge of charged securities, with particular emphasis in the corporate sector. In addition you must be able to manage workflow and have the ability to supervise and train junior staff.

Successful candidates are likely to be ACIB qualified or be making good progress towards obtaining the qualification.

We will be pleased to consider applications from people interested in flexible working patterns such as job share which would be suitable for women returners and for those who want to make a part time rather than a full time commitment.

An attractive remuneration package is offered, including profit sharing and preferential mortgage plus a generous relocation package where appropriate.

BANK OF WALES
BANC CYMRU

All applications in confidence to Personnel Manager, Bank of Wales PLC, Kingsway, Cardiff CF1 4YB or telephone 0222 787500.

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YOUNG RETIRED EXECUTIVE

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Write to box A860, Financial Times,
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- Experience in a trading environment
- A high degree of foreign market sensitivity is essential as the service is continuously updated on-line. A quick reaction time, on-the-spot analytical ability, and effective communication skills are thus vital
- A high degree of team spirit

The right candidate will have an opportunity to rapidly develop responsibility in a team of analysts who have an excellent reputation in the market place. In the first instance, please forward your CV to:

Malcolm Cox:

McCarthy, Crisman & Maffei Inc

Hamilton House

1 Temple Avenue

Victoria Embankment

London EC4Y 0HA

Tel: 071-353 4212 Fax: 071-353 3325

Tel: 026604 HAM HSE G

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An attractive remuneration package is offered, commensurate with skills and experience, and includes full banking benefits.

Applicants should write to:
Mrs Pam Yellor,
Deputy Manager - Personnel Department,
Unibank plc
107 Cheapside, LONDON EC2V 6DA
enclosing a full c.v. and giving details of their present package.

Alternatively please call Pam on 071-726 6000 for further details or an application form.



Unibank plc

Corporate Finance Professional

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres. In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries, and has recently celebrated 25 years in the City.

A key position has arisen in its expanding European Corporate Finance team for a highly motivated Corporate Finance professional.

Reporting to the Head of the Central European Desk, the position's primary responsibility will be to market a full range of corporate finance services, predominantly to German corporates.

Ideally, candidates will have fluent German and the ability to use their extensive contacts in the German corporate sector. A proven track record in deal making, excellent communication and negotiation skills, together with commercial flair and dynamism gained in a leading financial institution are essential for success in this competitive and challenging environment.

Candidates should submit a detailed cv, in confidence, to Kath Lawrence, Head of Personnel, Yamaichi International (Europe) Limited, Finsbury Court, 111-117 Finsbury Pavement, London EC2A 1EQ. United Kingdom

German speaker

City of London

MBA, accounting or legal qualification

Age: Late 20s - early 30s

Salary: c £50,000 plus mortgage subs, bonus and generous banking benefits

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SPANISH EQUITY ANALYST

MADRID BASED

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Write to Box A1,
Financial Times (Spain) Ltd,
serrano 58, 28 001 Madrid, Spain.

FUND MANAGER UK EQUITIES

Responsibility for UK Equity strategy and for the management of unit-linked pensions and unit trusts.

This is an opportunity to join the Investment management department of a prominent life assurance company in a newly-created role designed to increase the specialist resources available for managing UK Equity portfolios. As a key member of the investment team you will be expected to play an important part in determining investment strategy for UK Equities. In particular you will be responsible for running the unit-linked managed pensions fund and two unit trusts to be launched later this year.

You are likely to be a graduate in your late twenties/early thirties and will have gained a number of years' experience in successfully managing

UK Institutional investments. The position offers a competitive salary and benefits package which includes a Company car, mortgage subsidy and performance-related bonus scheme. The atmosphere in the firm is friendly, professional and unbureaucratic and the position offers an excellent opportunity for future career advancement.

If you would like to be considered, please write to Michael Thompson at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP or telephone him on 071-222 7733 for a preliminary discussion.

**John Sears
and Associates**

YOUNG RETIRED EXECUTIVE

Seeks small company to re-invigorate, (South/ SW England) no salary required expenses and challenge will suffice.

Write to box A860, Financial Times,
One Southwark Bridge,
London SE1 9HL.

AN EXCEPTIONAL BUSINESS OPPORTUNITY

Three ambitious, self-motivated people to join top financial services team with one of the industries key players. Interested? Phone Stephen Price on 081-948 0666

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In return, we off
and a full range

COMMERCIAL BANKING LAWYERS

Circa £300,000

Our client is a substantial and well established City law firm which has demonstrated significant growth over the last few years. To maintain this growth the firm is now seeking top flight Banking lawyers with experience and flair to fill the following key appointments:

Equity Partners

Senior Solicitors

For more detailed information in the strictest confidence please contact Wrightson Wood Limited, 11 Grosvenor Place, London SW1X 7HH. Telephone: 071-245 9871. Quoting reference D/C 0690.

Wrightson Wood Limited

MANAGING DIRECTOR

Required for pre-cast concrete manufacturing company based in South Wales.

Excellent opportunity as the company is geared for expansion.

Please send C.V. to Box A843, Financial Times, One Southwark Bridge, London SE1 9HL

BROKERS

We are a leading U.S. Securities House, and are now recruiting brokers to cover accounts in financial/commodities futures, and equities.

Candidates must have broking experience and an established client base. The positions offer an exceptional opportunity for highly motivated and creative sales people to work in an entrepreneurial sales environment, with the accompaniment of outstanding research and administrative support.

Please call Fiona Macleay at our Executive Search Firm in complete confidence.

THE CONSULTING GROUP
LIMITED
15 St. Helen's Place, London EC3A 6DE.
Telephone: 01-374 6422

Data Analyst

European Equities

Nomura Research Institute Europe is expanding the scope of its European Equity Research capability. As part of this process we currently require an experienced data analyst to maintain and update our computerised database. Candidates must have an in-depth knowledge of data sources throughout Europe, a broad understanding of current developments in European stock markets, and the ability to handle enquiries from salesmen, analysts and clients. Applicants should have at least four years' experience in a similar role.

In return, we offer a competitive salary and a full range of banking benefits.

NOMURA

TOP OPPORTUNITIES

SENIOR POSITIONS IN GENERAL MANAGEMENT

THE FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

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STEPHANIE SPRATT
071 873 4027

AN ESTABLISHED INTERNATIONAL BANKING CORPORATION REQUIRES

SENIOR MARKET RESEARCH EXECUTIVE WITH FINANCIAL EXPERTISE

Candidate must possess the following qualification and experience.

1. MBA specialising in banking and finance.
2. Minimum 10 years experience.
3. Ability to contribute in marketing planning process and development of financial programmes.
4. Proficiency in spoken Arabic and English.

The Company shall provide several benefits including:

- Competitive salary commensurate with experience.
- Housing and other allowance.
- Family medical care plan.

Qualified candidates may send C.V. including:

- A recent photograph;
- Copies of educational and experience certificates.
- Hand-written letter including title abstracts of the academic and scientific papers and research processed by the candidate, to the following address within (2) weeks from date:

ADMINISTRATION MANAGER
P.O. BOX: 15043, JEDDAH 21444
KINGDOM OF SAUDI ARABIA.

DIRECTOR OF NETWORK COMMUNICATIONS REQUIRED

For major US multi-national marketing communications company with European Headquarters in London. Must be expert on Apple Computers both hardware and systems software and have extensive experience in the setting up and operation of networks in the marketing communications business. Salary package worth £50,000.

Apply in writing to:
Attention: Ian Yonge
Rubinstein Callingham
Polden & Gale
2 Raymond Buildings
Gray's Inn,
London WC1R 5BZ

Managing Director

International Art Loss Register



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London

To £60,000 package & equity

Well resourced new company, backed by prominent shareholders to develop an international database of stolen antiques and works of art. Central worldwide register for the insurance industry, art world and police authorities, tracking and aiding recovery of stolen articles. High profile role for commercially proven executive, with a flair for business development, systems and an interest in art.

THE ROLE

- Reporting to shareholder board, with full responsibility for the initiation and profitable growth of the business.
- Establish the business infrastructure and commercial policy, build initial teams in London and New York in conjunction with International Foundation for Art Research, and implement the computer systems.
- Lead the business development drive, creating the market profile, sell the concept to establish the revenue base worldwide.

QUALIFICATIONS

- Positive personality with strong entrepreneurial drive and initiative. Skilled in public relations and high level presentation. Interested in fine art and proficient in languages.
- Proven senior manager with a successful record in commerce although other backgrounds may be considered. Conversant with computer systems.
- Resourceful with the ability to sell on a conceptual basis. The credibility and stature to champion this business internationally is essential.

Please reply in writing, confidentiality assured, enclosing full details to:

Ref. T42060L, 3rd Floor, Brook House, 113 Park Lane, London W1Y 4HJ.

London
071-493 1238

**The Selection Division of
Spencer Stuart & Associates Ltd**

Manchester
061-941 3818

BANKING FINANCE AND GENERAL

YAMAICHI BANK (UK) PLC

CITY + COMPETITIVE SALARY + INCENTIVE + BANKING BENEFITS

Yamaichi Bank (UK) Plc, a wholly owned subsidiary of Yamaichi Securities Limited, Tokyo, is seeking to strengthen its Treasury Team with the following appointments.

HEAD OF FOREIGN EXCHANGE DESK

This is a senior role reporting directly to the Chief Dealer. The incumbent will be responsible for the expansion & day to day management of the Foreign Exchange Desk. A proven track record and excellent leadership qualities are essential.

BOND/ARBITRAGE DEALER

A candidate with at least one year's relevant experience of the bond market and derivative products is required to complement the team in the strategic trading of Money/Capital Markets. Applicants may be working in a research department, or within an arbitrage group. An MBA or a degree in the sciences is a requirement.

Please send a full C.V. for the attention of Mr D.F. Rogers, General Manager, Operations & Administration, Yamaichi Bank (UK) Plc, Guildhall House, 81-87 Gresham Street, London EC2V 7NQ.

International Fund for Agricultural Development, IFAD (United Nations), Rome, Italy, seeks candidates to fill the post of Treasury Officer at the P3 level.

Under the supervision of the Treasurer, and in liaison with the Financial Advisor, the incumbent assists in the management and investment of IFAD's liquid resources, specifically:

- Analyse economic and market information for formulation of investment strategies, and prepare documentation for the Investments Advisory Committee;
- Prepare and update data needed for assessment of the financial status of banks;
- Contact eligible banks for deposits and securities operations in conformity with Investment Guidelines;
- Supervise settlement procedures and clear investments accounting entries;
- Analyse investment portfolio to facilitate portfolio management and performance;
- Study market developments, investment instruments and technology and assist in formulating investment policies;
- Other related duties.

Qualifications/Experience: University degree in business administration, banking, economics or related field. Five years experience in banking, or portfolio management, preferably in a financial institution. Good knowledge of computers. Full command of English; knowledge of Arabic, French or Spanish would be an advantage.

Depending on experience/qualifications net base salary from US\$ 25,476 to US\$ 35,997. Cost of living allowance subject to change according to United Nations common system from US\$18,167 to US\$ 19,465.

Initial contract: two years
Deadline for application: 03 August 1990
Send two copies of application to:
IFAD Personnel Division
Via del Serafico, 107
00142 ROME
ITALY

Only shortlisted candidates will receive an acknowledgement.

AAA-rated

City

The London Branch of BAYERISCHE LANDES BANK is

Spot FX Dealer

The right candidate will be a self-starter with the ability to cover more than one currency and will have a minimum of two years profitable spot trading experience.

We are offering good long-term prospects and a competitive, negotiable remuneration package.

Please reply with CV giving full details of career to:
The Personnel Manager, Bayerische Landesbank Girozentrale, Bavaria House, 13/14 Appold Street, London, EC2A 2AA.

Bayerische Landesbank
Girozentrale

FINANCE DIRECTOR Cable Television Operations

Surrey

c.£65,000 + car + incentives

Our client, the international division of a major US cable television company, is rapidly expanding its operations in the UK, with significant planned investment over the next two years. It is anticipated that the UK operation will be the platform for the company's expansion into Europe.

A high calibre finance professional is now sought to take responsibility for the entire international finance and information systems function, liaising closely with the US parent company, to fulfil their rigorous reporting requirements. There will be a strong focus on the development of accounting policies and the introduction of computerised information and control systems, that are compatible with the expected growth of the Group.

The successful candidate will be a qualified accountant with a knowledge of US GAAP reporting requirements. He/she will be currently fulfilling a senior financial role, which includes staff management. Equally important are excellent computer systems knowledge, sound professional and organisational skills and a strong confident personality.

This is an exceptional opportunity to play a major role in the future success and strategic direction of the company; remuneration will not be a limiting factor for the successful candidate.

Please write, in confidence, enclosing full CV and current salary details to Bernadette Laffey, quoting reference U271.



Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

TNT Contract Distribution

FINANCIAL CONTROLLER

Midlands

Up to £35,000 + Car

TNT is a leading force in the provision of distribution services, with a worldwide reputation for excellence in their field. As part of an aggressive Group strategy for ongoing growth, TNT Contract Distribution has proved to be a very successful division of the business - offering a range of tailored services, to an enviable list of customers, directed to meeting all the logistical requirements of businesses in today's fast-moving and changing commercial environment. Clearly the future also looks exciting, with the Group's extensive international network of facilities and prominence in this sector giving it the competitive edge in seizing the opportunities presented by 1992 and the Single European Market.

As such, contained within this appointment is the opportunity for an extremely stimulating, rewarding and progressive career. The Financial Controller will be required to manage a qualified, highly committed team and to take full responsibility for the division's reporting and financial/management accounting function. The role will be wide-reaching, extending beyond routine technical accounting to a close, pro-active involvement in the commercial aspects of the business, which will include interfacing with customers.

We would like to hear from ambitious financial managers experienced in frontline financial control and reporting in a large, commercially orientated and fast-moving company. The chosen candidate will be possessed of a strong, assertive and confident personality, performing well and achieving results in a demanding and pressurised environment. It will be necessary to be a highly effective man-manager, with well developed communication and interpersonal skills, and be possessed of the charisma necessary to build good working relationships and promote team spirit at all levels.

To find out more about this exciting opportunity, please telephone Alison Belfort on 021 233 1666, or alternatively write to her with a full curriculum vitae quoting reference B/295/90.



Peat Marwick Selection

Peat House, 2 Cornwall Street, Birmingham B3 2DL

Dynamic Group With Unrivalled Growth Record DEPUTY GROUP FINANCIAL CONTROLLER

This multi-billion £ Client has an impressive track record of growth both organically and by acquisition. The latest set of accounts represent an effective measure of this success over the last 4 years, showing a growth rate by a factor of 6 since 1986.

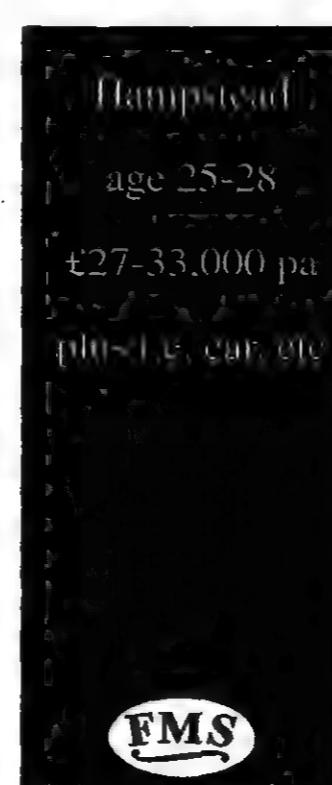
A Deputy Group Financial Controller is now sought to join the dynamic team. Previous experience in a similar role, plus promotion to a Senior Management position within a company, is required.

The responsibilities will include:

- periodic and Annual Accounts Reporting (including business review)
- annual Budgeting collation and preparation
- accounting support and review of Operational Companies

- acquisition target evaluation and possible disposal work.
- the ability to evaluate a considerable number of potential acquisitions and in order to do so, to develop a clear understanding of the challenges involved.
- you will be systematised to clearly define the role.
- strong organisational and communication skills are essential to all areas of Senior Management.
- the ability to work under pressure, supported by a team of professionals.
- a desire to learn and develop a professional qualification, such as ACCA.
- an attention to detail with the ability to isolate and deal with key problem areas, and additionally an ability to take a broad overview.

If you feel that this is the outstanding career opportunity you have been seeking, you should telephone Karen Wilson on 071-491 3431 or write to her at FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and a note of current salary.



GROUP TAXATION MANAGER

Essex
(Relocation assistance where appropriate)

Our client is an international leader in the chemical and agro-chemical industries with operations world-wide. As part of the process of strengthening the management team at group level, following recent successful acquisitions, they are looking for a Group Taxation Manager. Reporting to the UK Finance Director, the successful candidate will be responsible for:

- The full and effective management of the Group's tax affairs, minimising liabilities particularly in the UK;
- Ensuring compliance with all UK and overseas taxation statutes;
- Providing internal consultancy to senior management on a range of taxation issues, both corporate and personal;
- Contributing to the international tax planning process, liaising with overseas professionals where appropriate.

to £45K + car + benefits

Interested applicants, looking to join this dynamic and forward-thinking Group, should be:

- Chartered accountants, ideally holding the ATII qualification;
- Tax professionals with at least 5 years post-qualification corporate tax experience and a minimum of 2 years experience at management level;
- Familiar with a multi-national Group environment.

If you possess strong interpersonal skills, possibly French speaking, and have a commitment to proactive tax management, please send a full curriculum vitae, including details of current remuneration, in confidence to:

Stephen Jardrell, Director, Baker Tilly
Management Consultants, 22-24 The
Courtyards, Croxley Centre, Hatters Lane,
Watford, Herts WD1 8RR.

MANAGEMENT CONSULTANTS
BAKER TILLY

Recently Qualified ACA

c.£30,000 + car etc

Our client is a well-respected, very substantial quoted Plc whose main business activities are in Property, Construction, and Development. Group assets are c.£200m, and its reputation for high quality, design-conscious projects is second to none.

The pressure of continued growth and the search for further financial refinement have created the need for a recently qualified ACA to join the small Head Office team.

Based on the Thames near Twickenham, your major tasks will be to bring about improved levels of financial control and management, and to become fully involved with particular new business enterprises to ensure the optimum allocation

of, and return on, capital resources. It is anticipated that it should not be too long before the successful candidate forces his/her way into more general management, and therefore we are looking not only for competence in the application of financial techniques, but also signs of commercial and entrepreneurial flair.

Please reply in strictest confidence to:
Peter Wilson, FCA, Director, Management Appointments Limited, (Executive Search and Selection Consultants), Finland House, 56 Haymarket, London SW1Y 4RN. Telephone: 071-930 6314. Fax: 071-930 9539.

MAL
Management Appointments
LONDON • PARIS • MILAN • NEW YORK

European Tax Manager

M4 Corridor

c.£65,000 + Car + Benefits

Our client is one of the world's leading providers of electronic and communication products with revenues in excess of \$10 billion, a significant portion of which is generated in Europe. Through demonstrated quality, technological leadership and an innovative approach to product development, the group has continually captured the imaginations of its markets. The European HQ provides corporate support to all European Manufacturing and Sales Operations.

Assuming overall responsibility for the European Tax function, you will work closely with other members of the Corporation's financial departments to coordinate the tax planning and management of the European legal entities. Key requirements for this high profile role include a thorough knowledge

of European tax systems and a good understanding of United States tax law and treaties. On-going international taxation matters encompass a full range of dynamic issues.

Candidates capable of assuming such a role will require five to ten years' of well established European tax experience. The individual should possess strong leadership capabilities, excellent interpersonal skills, self-motivation, be a good negotiator and have the presence to interface proactively with key members of the worldwide finance organisation.

Interested applicants should write to Chris Nelson, Manager, Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH, or telephone on 071-831 2000 (evenings and weekends 081-785 6545).

MP

Michael Page Taxation

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Financial Controller

North West,

c.£28,000

A challenging position exists within a well known £150m turnover company, which is a subsidiary of one of the UK's largest and most successful plc's. Reporting to the Financial Director, the new incumbent will join a strong management team during a period of technological improvements and marketing initiatives. The Financial Controller will have responsibility for running a sizeable part of the finance function and will be actively involved in project appraisal. Probably aged in their late twenties, candidates must be qualified accountants, ideally with a service industry background. They should be systems orientated and computer literate. Applicants need to be able to work under pressure, with the ability to comply with frequent reporting deadlines. In addition to satisfying the financial information requirements of both the parent company and various external bodies, the Financial Controller will be expected to recommend and implement improvements to the accounting systems and to the analysis of management accounting information.

This role offers the opportunity to enjoy a stimulating and rewarding work environment. Prospects for career development are excellent. The package includes a car, together with fringe and normal large company benefits.

M.K. Garner, Ref. L26011/FT. Male or female candidates should telephone in confidence for a Personal History Form. 0532-448661. Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON,
MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

Finance Director

Circa £40,000 plus car and benefits

London

Our client is a highly successful group specialising in the technological field of pre-press graphics. An independent, non-quoted plc, it is small but highly profitable.

Operating within an expanding and buoyant marketplace, the group is committed to long term development policies designed to maximise its own, identifiable strengths. The plans for sustained growth are being spearheaded by its highly creative and determined management team.

The Finance Director will enjoy all the benefits relating to a business now firmly placed to take quantum leaps in its share of the market. The role will include improving financial controls,

implementing management information systems and advising on all financial issues. Specifically, this role will have responsibility for directing the expansion of the group, whether organically or by acquisition.

The successful candidate will be a qualified accountant with entrepreneurial flair and exceptional communication skills. Direct experience of a strategic financial role is essential and candidates should be strong managers. The age range is 30 to 45.

Replies to this advertisement will be forwarded, unopened, to our client. Please direct replies to Kelly Iriondo at the address below, quoting reference SH4 7241.

STORY HAYWARD CONSULTING

A member of Horwath International

8 Baker Street London W1M 1DA. Fax: 071 487 3686

Financial Controller -Brewing-

Dorset

Based in an attractive rural location, our client is a long established privately owned brewing, soft drinks and retail operation with turnover in excess of £70m.

Reporting to the Finance Director/Company Secretary, the Controller is expected to participate in the financial planning of the company, as well as to manage a sizeable accounting department. Key result areas are the strategic review of operational performance and the preparation and presentation of annual operating budgets and period management reports for the board and executive management committees.

To £32,500 + car

Candidates will be qualified accountants, aged 30-45, already holding a senior line finance position and who are familiar with process costing - ideally within the brewing sector. Experience of developing management information is highly desirable. Essential features are excellent staff management skills and the ability to operate effectively in an informal multi-disciplinary environment.

A full relocation package is available if appropriate. Please send career and personal details quoting reference CA256 to Carrie Andrews at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

Ernst & Young

SEARCH AND SELECTION

BERKSHIRE

to £34,000
+ PERFORMANCE BONUS + CAR

Financial Director

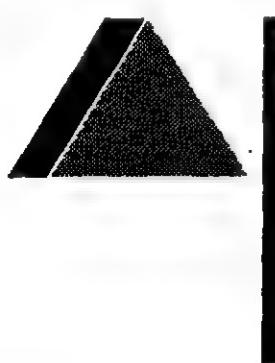
Substantial investment in support of a major development programme is central to the future of this successful and well established public transport company. Operating in a rapidly changing and competitive market, the organisation with a turnover approaching £10m has secured a dominant position within this sector.

An experienced Financial Manager is required to support the newly appointed Managing Director in driving forward and encouraging major change throughout the organisation. As a key member of a small and highly motivated management team, you will in addition to having total responsibility for the company's finance functions, be expected to participate in the entire spectrum of business activities. Early challenges will include the advancement and implementation of information management systems; the development of the business planning process and the instigation of cost and efficiency reviews.

Applicants must be result and profit-oriented individuals with the commercial acumen and interpersonal skills appropriate to the management of change. The profile of the role indicates a young, energetic and incisive degree qualified accountant with several years' post qualifying experience. Sound technical and financial skills are essential, ideally gained in a commercially strong service or industrial environment.

Please send full personal and career details, including current remuneration level and daytime telephone number in confidence to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 9 Greyfriars Road, Reading RG1 1UG, quoting reference AE824 on both envelope and letter.

Coopers & Lybrand
Deloitte Executive Resourcing



Cable and Wireless
The World Telephone Company

Manager - Internal Audit

Central London, WC1

£33,000 + Car + Large company benefits

Cable and Wireless is one of the world's leading telecommunications groups operating in 45 countries, and is committed to establishing a global digital telecommunications network, connecting the world's primary economic and financial centres. A long established pattern of profit growth was continued in 1989/90 with a 25% increase to £527m.

Internal promotion has now created an opportunity for an Audit Manager. Based at the Corporate Headquarters, you will spend up to 40% of your time abroad managing audit assignments at every stage, whilst supervising and offering hands on assistance to your team in locations which include USA, Caribbean, Middle East and Europe.

The high profile nature of the function means you will liaise at the highest levels within the organisation. As a result, it is essential that you have first rate communication and technical skills. Equally with responsibilities including recruitment and

professional staff development, you must be able to demonstrate excellent managerial and motivational abilities.

The position offers a range of large company benefits including a car, with superb scope for promotion after 18-24 months. Group policy recognises the need to attract, retain and develop highly skilled and motivated employees throughout the world, and Group Internal Audit is regarded as a training ground for future senior managers.

The successful candidate will probably be a qualified ACA/CACIA/CIMA, with at least 18 months post qualification experience within an internal audit function, ideally encompassing EDP audit skills.

For further information, please contact ANDREW TATTERSALL, our advising consultant, on 071 404-3155 at Alderwick Peachell & Partners, 125 High Holborn, London WC1V 6QA. Fax 071 404-0140

GROUP ACCOUNTANT

London

£45,000 + Benefits

Our client is a major international group manufacturing both products used within the construction industry and consumer goods.

As a result of internal promotion it now seeks to appoint a Group Accountant who will be responsible to the Group Financial Controller for statutory and management reporting, accounting systems development, the financial assessment of proposed acquisitions and dispositions and the provision of information and advice to operating companies and divisions.

Candidates will be qualified accountants aged 32-40 with strong technical skills, computer literacy, the presence to relate well to colleagues at all levels and the commercial ability and intellectual energy to contribute to the solution of business problems.

Prospects within the medium term include a move to the Financial Directorship of a substantial operating company.

Please reply in confidence with a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number to D.E. Shribman.

HUDSON SHIBMAN
VERNON HSE, SICILIAN AVE, LONDON WC1A 2DH, TEL: 071-831 2223
FINANCIAL RECRUITMENT

Career Opportunities For Top Class Accountants

GPA is the world's foremost lessor of commercial aircraft. Since its formation in 1975 the company has demonstrated an outstanding record of innovation and is now firmly established as the market leader in its field. The company's head office is in Shannon, Ireland and it also has offices in Dublin, Connecticut, Los Angeles, New York, London and Tokyo.

GPA's activities are currently organised into three principal business units:

GPA Leasing

Manages the GPA aircraft portfolio including the design, sale and administration of leases to airlines. GPA Leasing is also responsible for the purchase and sale of used aircraft and for the management of the Group's leasing joint venture companies. Currently the Group has over 250 aircraft on lease in 42 countries.

The company now wishes to recruit a number of young Chartered Accountants. Ideally candidates will have two years' post qualification experience although newly qualified accountants with good examination performance will also be considered. Excellent interpersonal skills and the ability to work in a multi-disciplinary environment are key requirements together with mental and physical resilience.

The positions, which are Shannon based, will offer excellent career development prospects together with opportunities for international travel.

GPA rewards its people well, particularly by profit related bonus schemes and the ability to share in GPA's capital growth.

Candidates should send full personal, career and salary details in confidence to:

Mr. Brian Ward,
Peat Marwick Management Consultants,
1 Stokes Place,
St. Stephen's Green,
Dublin 2.

GUINNESS PEAT AVIATION

GPA Group plc Shannon Ireland

Finance Director

North Of England,

c £50,000

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

An exciting opportunity has arisen to join the Executive Board of a group of companies with a turnover of several hundred millions. The Group is a subsidiary of a prestigious plc. The responsibilities are broad, and candidates will need to have acquired significant experience of working at a senior level in the finance function at the centre of a large company with multi-site operations, preferably in a distribution or service industry.

The Finance Director will be expected to make a significant contribution towards financial control and reporting within the Group and also towards the development and implementation of the Group's business strategy. Responsibilities also cover the legal and company secretarial functions.

Applicants, probably aged in their forties, will need to be qualified accountants with the management skills and personality essential to succeed at the top of a wide group of businesses. An attractive package is offered which includes an executive car, large company benefits, and relocation assistance if appropriate.

M.K. Garner, Ref: L26010/FT. Male or female candidates should telephone in confidence for a Personal History Form, 0532-448661, Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

FINANCIAL PLANNING MANAGER

City to £43,000 base, bonus, bank benefits + car

Our client, a major international banking group with worldwide operations, recently created a high level financial planning team. Due to a recent promotion, the need has arisen to recruit another team member.

We are seeking candidates capable of handling a broad ranging role, dealing at the highest levels within the Group on projects vital to the Group's development. A key responsibility will be the communication of financial issues to management throughout the Group. The role will require expertise in:

- evaluation of financial performance
- budgeting and long-term forecasting
- strategic and M&A work
- technical financial, accounting and tax issues
- major project evaluation.

The appointee for this high level position will be exceptional in calibre. He/she will have four to five years' post-qualification experience, and is likely to be in the 30-35 year age bracket.

Candidates will be committed to their careers, achieving objectives and influencing the growth and future development of the Group. Presence and credibility will be enhanced by a knowledge of the financial services environment, acquired either within the profession or a financial services organisation.

High performance will lead to career development within a relatively short period in an operating unit either in the UK or overseas. Qualified candidates should send their CV, in confidence, to James Forte at the address below, providing details of present remuneration, home and day telephone numbers, quoting ref 8729/2.



Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

Divisional Management Accountant for a major subsidiary of *Hanson PLC*

A major subsidiary company of Hanson PLC based in the South West requires an ambitious accountant to join its management team.

Reporting to the Finance Director you will be responsible for the provision of meaningful financial information. In addition, you will be expected to be extensively involved in broader business issues to contribute to the Company's continuing profit growth.

The successful applicant will be a qualified accountant aged 30-35 with a good academic background and a proven track record within a commercial environment. Experience within the consumer goods industry would be an advantage.

In addition to a substantial basic salary, the remuneration package will also include bonus and share options.

Applications should be made to:
Box A868, Financial Times
One Southwark Bridge, London SE1 9HL

Group Financial Controller - Worldwide

SWITZERLAND

c 200,000
Swiss Francs
Plus Bonus
Plus Benefits
Plus Relocation

This public, listed company, quoted on the London Stock Exchange, has a turnover in excess of £500m and is a world leader in developing custom-made solutions that combine advanced technologies in optics, precision engineering, electronics and software. With manufacturing and technology centres in eight countries and distribution networks worldwide, they currently seek a Group Controller to be located at the Worldwide Headquarters in Switzerland.

Responsible to the Group Finance Director for all financial reporting, control, analysis and forecasting you will also be involved in:

treasury matters corporate finance

tax planning

As a member of the Senior Financial Team you will liaise with all business centres within the group worldwide. You will have a degree or equivalent and be a fully qualified Chartered Accountant. Knowledge of US and UK reporting requirements is necessary. You must have a "hands-on" practical approach with high professional standards, initiative and drive.

Internationally orientated, you will have experience of a senior role within a multinational environment controlling more than one business together with those functions listed above. Capable of handling a growing management remit, you will be fluent in English and ideally at least one other language (preferably German). This is a high profile appointment. Besides an excellent salary and substantial bonus, other benefits are available. Future prospects are outstanding.



FINANCIAL CONTROLLER

Central London

30 - 35

c£35,000 + Car + Bonus

financial advice and to contribute to the growth and increased profitability of the business.

A graduate qualified accountant with at least five years commercial experience, you should also possess outstanding interpersonal and technical skills in order to convey precise judgement in a fast moving environment.

The successful applicant will also be expected to undertake a small amount of travel to the U.S. subsidiary.

Interested applicants should telephone Giles Daubeny on 071-437 0464, or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS & ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464

FINANCIAL ANALYST

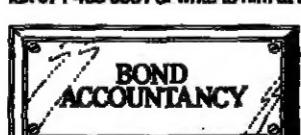
A successful future within the International Drinks industry lies not only in the continued development of strong brands but also in the promotion of these various products through sophisticated marketing campaigns.

With a reputation for excellence in both, our client wishes to appoint a young accountant to an important marketing support role, where his or her contribution will complement a corporate policy of developing increasingly sophisticated analytical methods and techniques.

The position will encompass the production of plans and forecasts, analyses of profitability, cash flow projections and budgetary control, and will also involve close liaison with sales and marketing departments. This work and various ad-hoc project assignments are very much team oriented and are expected to have an important influence on the strategic direction of the business.

The opportunity will be of interest to a newly qualified accountant or possibly an exceptional finalist, possessing an assertive, creative personality and a strong commercial awareness, and who is keen to pursue a career with one of the UK's most prominent PMCG based companies.

Please contact NEIL J HINWOOD on 071-829 8863, fax 071-408 0861 or write to him at the address below.



RECRUITMENT CONSULTANTS
BOND HOUSE, 19-20 WOODSTOCK ST, LONDON W1R 1HF Tel: 071-829 8863

Directing Change in a Multi Million Pound Environment

FINANCE DIRECTOR DESIGNATE

£45,000 + Substantial Benefits C. London

As part of one of the world's largest and most influential communications organisations, our client has its own impressive success story to tell.

With a market spanning the whole of Europe they supply a vast range of critical business information services, from on-line data bases to international credit reports.

To complete their strategic management team they are looking to recruit an astute financial executive who will report to the Group Managing Director.

A qualified accountant, your experience to date will have given you a thorough appreciation of not only financial management and high volume sales but also the broader implications of decisions in a highly profit orientated business environment.

In addition to the inter-personal and communication skills required to motivate and manage the finance team, you must be able to demonstrate the business acumen and personal credibility to play a positive and influential role

within the senior management team.

Whilst your key initiatives in this role will relate to the management and strategy of a £10 million subsidiary, there will be the chance in the medium term to develop your career group wide. For a successful, profit-motivated and energetic individual the financial rewards are excellent; you will also receive a fully expensed car, bonus scheme and relocation assistance where appropriate.

To apply please telephone Jane Easton on 071-357 7141 or write to her, enclosing a full CV and quoting Reference C901, c/o Juniper Woolf Consulting Partners, 180 Bermondsey Street, London SE1 3TQ.

SEARCH & SELECTION RECRUITMENT ADVERTISING

Divisional Financial Controller

Salary Package To £50,000,
Share Options, Car

Our client is a highly successful UK based, international industrial group with a deserved reputation for the successful acquisition and revitalisation of a diverse range of engineering and manufacturing companies, primarily in the UK and the USA. Aged 30-45, a gifted accountant, you will be responsible for the financial performance of a division comprising of a wide range of companies. Reporting to the Group Controller, you will be the functional manager of a number of operating company Finance Directors while working closely with the Divisional Director and other Board members of the operating companies. This is not a 'desk-bound' head office role but involves hands-on management in the companies within the division.

It is essential that you have a broad base of manufacturing and costing experience with a pragmatic understanding of systems. Proactive in approach with the commercial flair to operate effectively at senior executive level, you will be expected to make a major contribution in a multi-site division, which supplies a range of products to worldwide markets. Career prospects are first class, and the remuneration package consists of an excellent salary, bonus and full range of benefits.

J.A. Thomas, Ref: L13163/FT. Male or female candidates should telephone in confidence for a Personal History Form, 0532-448661, Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

Finance, Administration & Planning Director

UK/Japanese Joint Venture Property/High Technology Services

c £45,000 + Bonus + Benefits

A new concept, strongly backed by very major British and Japanese corporations, offering computer and communications services and facilities to a wide range of potential customers. Real growth potential.

THE COMPANY

Strongly financed. Owns a very major building in Dockland and City office. Mixed British and Japanese management team.

Offers sophisticated facilities to companies with communications and computer requirements. This is a new service concept with very wide potential market.

THE POSITION

Very varied and stimulating mix of responsibilities. Financial management is essential but the real task is to develop the

Please write, enclosing full cv, Ref J2623, 54 Jeremy Street, London, SW1Y 6LX

City/Docklands

Responsible for all functions other than technical, sales and marketing.

QUALIFICATIONS

Experience in finance and administration combined with excellent people management skills. Desire for broad, varied general management role.

Ideally qualified accountant aged 35-45.

Excellent communication skills. Flexible, creative manager. International, ideally Japanese experience, motivated to build an exciting new business.

LONDON • 071-493 6392 BIRMINGHAM • 021-233 4696 • MANCHESTER • 0625 539953 • GLASGOW • 041-204 4234 SLOUGH • 0753 694544 • HONG KONG • (852) 5 217133

To £35,000 + Car

The ideal candidate is likely to be around 30 years old, a graduate and will be ACA or ACCA qualified. At least 3 years' post-qualification experience and a strong background in the profession will be preferred. Commerciality, maturity and enthusiasm are essential requirements, as are high quality communication skills. Detailed knowledge of SSAPs, Stock Exchange regulations and the requirements of relevant authorities will be assumed, and experience of US and European accounting practice would be a distinct asset. Career development opportunities will be extremely good, both domestically and internationally.

In addition to the advertised salary, the benefits package will include a fully expensed car, attractive pension scheme and BUPA.

Interested applicants should write, enclosing a detailed curriculum vitae, to Maggie Henderson-Tew, at the address below.

ST. JAMES
ASSOCIATES

MANAGEMENT SELECTION

32 OLD BURLINGTON STREET, LONDON W1X 1LB FAX: 071-287 2821. TELEPHONE: 071-287 2820.

A GKR Group Company

Assistant Taxation Manager Prestigious Industrial Group

To £30,000 + Car

Excellent opportunity for a young and ambitious tax professional to make a major career step into industry with an extremely large international group.

THE COMPANY

World leading engineering and contracting group. Over £1.5bn turnover, numerous operating units in the UK and overseas.

Profitable and well-focused.

THE POSITION

Newly created role as Number 2 in the Tax Department.

Ful involvement in UK and overseas compliance and planning work.

Challenging opportunities to advise businesses on tax consequences of international contracts, acquisitions and

Please write, enclosing full cv, Ref 2BJ0101 NBS, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST

Rural Midlands

QUALIFICATIONS

Qualified accountant.

At least three years experience in Corporate Tax gained within either industry or the profession.

Confident and intelligent communicator.

Ambitious for a high profile career in industry.

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Group Finance Major UK PLC

London, West End

Our client, a highly successful international trading and distribution Group, is a member of that exclusive band of UK companies with a turnover in excess of £1 billion. It is determined to continue to increase both sales and operating profitability through organic growth and further acquisition, both internationally and within the UK.

There is an immediate need for a talented and ambitious individual to join the Group Finance team. A key responsibility will be to maintain effective and supportive contact with Divisional finance teams, and produce Group consolidations, half-yearly and annual accounts. Ad hoc project work will include involvement in corporate planning and acquisition activity. The role will present both the challenge and opportunity of gaining 'hands-on' experience and influencing policy and practice, in an environment where technical standards are exacting.

ST. JAMES
ASSOCIATES

MANAGEMENT SELECTION

32 OLD BURLINGTON STREET, LONDON W1X 1LB FAX: 071-287 2821. TELEPHONE: 071-287 2820.

A GKR Group Company

To £35,000 + Car

The ideal candidate is likely to be around 30 years old, a graduate and will be ACA or ACCA qualified. At least 3 years' post-qualification experience and a strong background in the profession will be preferred. Commerciality, maturity and enthusiasm are essential requirements, as are high quality communication skills. Detailed knowledge of SSAPs, Stock Exchange regulations and the requirements of relevant authorities will be assumed, and experience of US and European accounting practice would be a distinct asset. Career development opportunities will be extremely good, both domestically and internationally.

In addition to the advertised salary, the benefits package will include a fully expensed car, attractive pension scheme and BUPA.

Interested applicants should write, enclosing a detailed curriculum vitae, to Maggie Henderson-Tew, at the address below.

GROUP FINANCE DIRECTOR INSURANCE BROKER

TO £45,000 + BONUS + CAR

CITY

We are a fast growing insurance based Financial Services Group, which includes a Lloyd's broking firm. As a market leader in many of our specializations we have a high reputation for innovation in applying insurance products to enhance the manufacturing reliability, solvency and financial structuring of our high quality customer base.

The post has become available due to the promotion of the current Group Finance Director to Managing Director of a core subsidiary. You will be reporting to the Joint Managing Directors. The successful applicant will be involved both strategically and operationally, in developing the business and in providing a 'hands on' approach to the financial management of the Group.

As a qualified chartered accountant you are likely to have a minimum of 7 years post qualification experience, you will have had financial experience within an insurance or financial services business. You will have a sound knowledge of computer systems and an ability to communicate effectively with Board members and staff.

Male or female candidates should submit in confidence a comprehensive C.V. to The Chairman, LPH Group Plc., St Michael's Rectory, St. Michael's Alley, (off) Cornhill, London EC3V 9DS.

LPH
Group plc

FINANCIAL DIRECTOR

Advertising Agency • Central London • £40,000 + Bonus + Car

Our client, a successful and rapidly growing advertising agency with billings in excess of £10m which prides itself on the quality of its work and personal service, is looking to recruit a competent, commercially aware Financial Director.

Reporting to the Managing Director the position will oversee the financial, computing and secretarial activities, and ensure that control systems are implemented to provide a cost effective and commercially orientated service for the smooth running of the Agency. As part of the senior management team, the Financial Director will be required to provide advice on business planning and profitability.

Candidates for the post should be qualified accountants, ideally graduates, with a minimum of five years post qualification experience gained within a modern computerised environment.

Experience of working in a small/medium sized marketing/trading/service industry would prove beneficial but more important is the ability to function as a team player and to share in the overall objectives of the agency.

A competitive salary, bonus and benefits package is offered.

Applicants should write in confidence enclosing a comprehensive curriculum vitae with salary history and quoting reference 565 to:

Jeff Cottrell, Senior Consultant
Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden
London EC1N 8JA

Pannell Kerr
Forster
Associates
MANAGEMENT CONSULTANTS

FINANCIAL CONTROLLER

A challenging role for a young, ambitious professional
Yorkshire £28-33,000 + Executive Car + Benefits Package

Operating in the fast-moving service industry sector and enhanced by a first class reputation, this major UK group has enjoyed considerable success in the last decade. A new and progressive management team has been appointed to take on the considerable challenges the organisation faces in order to go forward both profitably and successfully. Significant investment in information technology, commitment to quality of service and the recruitment and retention of high calibre professionals are seen as essential to the achievement of goals set for the 1990's.

The role of Financial Controller will revolve around the provision of prompt and pertinent information focusing on the analysis and evaluation of areas which call for immediate attention, at which time you will be expected to be pro-active in initiating action and change. In addition you will be involved in statutory reporting and the development of computer systems.

Stark Brooks Associates, 47 Upper Basinghall Street,
Leeds, LS1 5HR. Telephone 0532 428898.

**STARK BROOKS
ASSOCIATES**

Accountancy Recruitment Consultants

MANCHESTER • LEEDS

ACCOUNTING MANAGER

Northolt, Middx

Dash is the leading name in leisurewear, and with over 300 outlets in the UK and overseas, and plans for greater expansion, we will remain at the forefront of leisurewear retailing. We now have an opportunity for a qualified accountant to join us at our Northolt Head Office.

Reporting to the Divisional Finance Director, your prime responsibility will be to provide a comprehensive accounting service. This includes preparing both monthly and annual accounts, ensuring standards of accuracy and completeness. You will also regularly review and improve accounting systems and to ensure that our records correctly reflect the business activity.

A qualified accountant, with at least two years commercial experience, preferably gained in a retail or service industry, you will be an effective communicator, with the ability to manage and motivate the accounting team working for you. Determined and inquiring, you will be able to prioritise your workload, and have experience of systems and procedures to reflect the changing needs of the business.

We will reward you with a generous salary and benefits package, including company car, profit share, pension scheme and BUPA cover.

Write with full CV to:

Sue Cheetham, Personnel Controller, DASH, PO Box 40,
Rowdell Road, Northolt, Middlesex UB5 6BS.

**NETWORK
ACCOUNTANCY
RECRUITMENT CONSULTANTS**

Financial Director
Wiltshire
To £40,000 + Car + Benefits
Working for this Swindon based national market leader, keeping in close liaison with both the Chairman and Managing Director, you will be a fully qualified A.C.A. with engineering/manufacturing experience. Taking full responsibility for the financial function as well as contributing to the planning and growth of the company, you will be under 45 years of age. (Our Ref SAN 2102).

Qualified Highflier/
P.A. to
Chairman
Wiltshire
To £30,000 + Car
Required for this commercial appointment with a prominent, national leader, our turnover £20m+. Recently qualified accountants moving into a non-routine accounting role, you will be of the highest calibre, energetic, good all rounder possessing the confidence and capability to make a real impact on business performance. Languages an advantage (but not essential). (Our Ref: SAN 2087).

Please contact Catherine Wood BSc in the strictest confidence to discuss these and other vacancies.

ALEXANDER HOUSE
19 FLEMING WAY
SWINDON
WILTSHIRE SN1 2NG
TELEPHONE 0794 612222
FACSIMILE 0794 542565

FINANCIAL DIRECTOR

**Central Cheshire
c.£25,000 + profit share + car**

OUR CLIENT is the subsidiary of a medium-sized limited company and specialises in fuel marketing and distribution.

An energetic Accountant is now required to head up a small team covering the full range of financial and management accounting duties using modern computerised systems.

Aged 26 to 45, candidates should be qualified Accountants with at least three years' experience in financial management in industry. They must be thoroughly versed in the preparation and interpretation of financial and management accounts, stock and credit control and computerised systems development. The ideal candidate will have some experience of distribution, be used to operating to tight deadlines and have highly developed communication skills.

The remuneration package is negotiable and includes a company car, pension and profit-sharing schemes and medical insurance.

Please write or telephone for a Personal Record Form or send a detailed CV quoting reference number PBM/4429/DJD to David Dewsire, PA Consulting Group, 6 Highfield Road, Edgbaston, Birmingham B15 3DJ. Tel: 021-454 5791.

**PA Consulting
Group**

HUMAN RESOURCES

Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

Head of Financial Consultancy

Northern England

Our client is a major international management consultancy practice with an enviable reputation for excellence. Sustained growth throughout the North of England has created a rare opportunity to join this prestigious firm at senior management level.

The requirement is for an outstanding consultancy manager to further develop the existing financial consultancy practice which already has a significant market presence. The firm's broader consultancy activities include Marketing, I.T., Human Resources,

Manufacturing and Distribution consultancy services. The major responsibilities of the position will include the initiation and development of business, assignment management and the leadership, motivation and development of a team of 20 high calibre consultants. Existing clients range from small and medium sized companies to major international groups across a variety of business areas, including the public sector. Assignments are likely to focus on business planning, cost management systems,

to £60,000 + Car

financial control and financial reporting systems. Candidates, aged 30 to 45, must be qualified accountants or business intellect, who can demonstrate a strong track record of achievement gained in either industrial or public sector financial management, coupled with a minimum of three years' management consultancy experience. Strong communication skills, self-motivation, energy and achievement orientation are prerequisites of the appointment.

The salary is negotiable to £60,000 and there is a

comprehensive benefits package, including relocation assistance where appropriate. There is considerable scope for advancement, both nationally and internationally.

Interested applicants should forward a comprehensive curriculum vitae, quoting Ref: 2626, to Alan Dickinson ACMA, Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LE. Telephone 071-831 2000 (office) or 023065 448 (weekend).



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Group Finance Director

North London

c.£60,000 plus benefits

We are acting for a medium-sized and profitable USM group engaged in a variety of manufacturing, service and creative activities. A series of acquisitions has transformed the group in recent years and it now consists of three significant divisions, representing its diverse interests.

The management structure is entirely decentralised, and subsidiaries employ their own accounting departments which already have sophisticated reporting systems. Supported by a Group Financial Controller, the Finance Director will be one of only four Main-Board Directors and will take full responsibility for financial strategy and control, planning, taxation and treasury management. The role will carry membership of divisional boards.

Candidates must be qualified accountants with a professional but creative and commercial approach and

with a depth of public company experience at a senior level. Relationships with the City and with shareholders will form a key part of the function. Age ideally 37-45.

Salary is negotiable and benefits will include an outstanding car scheme and a bonus, which may take the form of share options.

Please write in confidence, enclosing career details and quoting reference 770/2, to Nigel Halsey, Managing Director, at the address below. Telephone 071 495 4446.

The Halsey Consulting Partnership

34 Brook Street, Mayfair, London W1Y 1YA

ACCOUNTS 2000

GROUP MANAGEMENT ACCOUNTANT

£32,000 + Bank Benefits ACA or ACCA

My client, a leading merchant bank, requires a proactive accountant to oversee two subsidiary companies and the co-ordination and supervision of a team of ten staff.

This role encompasses close liaison with other divisions and subsidiaries within the corporate structure. Proven management and computer experience from a large company is desirable.

Career prospects and future remuneration increments are excellent.

Contact Tom Manger on 071-636 7584
Accounts 2000 Ltd, 11 Harley Street, London WIN 1DA
Tel: 071-636 7584 Fax: 071-580 3734

FINANCIAL DIRECTOR DESIGNATE

Cheshire

To 35,000 + Bonus + Car

Following a period of exciting growth, SAMAC, one of the UK's leading steel stockholders has created a Strip Mill Products Division, based in Altringham, Cheshire.

Working closely with the Chairman and Managing Directors this new post offers the qualified accountant active participation in the key business decisions.

Early tasks will include the advancement of financial and management information systems with particular accent on costing.

Aged 35-45 you should demonstrate an active and creative mind along with excellent communication skills. Further growth is planned and you will have active involvement in the assessment of potential acquisitions and investment opportunities.

Please send full personal and career details including current remuneration level and daytime telephone number, in confidence to Stephen Wells, Burgess Daring Recruitment, at the address below.

BURGESS DARING

Recruitment
Upper 5th Floor, Royal Exchange, St Ann's Square,
Manchester M2 7EH.

RADLEY COLLEGE

BURSAR

Applications are invited for the post of Bursar and Secretary to the Governing Council on the retirement of Mr M M Jones MA ARICS in 1991. It is intended that the new appointment should run from 1st April 1991 and overlap with the present Bursar for one term.

Duties include the management of the day to day finances of the College, budgeting and reporting to the Council, and the supervision of buildings, all equipment, grounds, playing fields and the College estate.

The successful candidate will almost certainly be a graduate or hold an equivalent qualification and will be not more than 55 years of age.

Particulars may be obtained from:
The Chairman of the Council,
c/o The Bursar, Radley College,
Abingdon, Oxon, OX14 2ER

to whom applications should be addressed.
Closing date for applications is:
10th September 1990

Appointments Advertising

appears every Wednesday
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For further information
please call:

Jennifer Hudson
071-873 3607

Richard Hoggins
071-873 3460

Stuart Maddock
071-873 3392

APPOINTMENTS WANTED

ACA (BIG EIGHT TRAINED)

31 years old, 1st class honours graduate, 6 years POE at senior management level with major PLC. Experienced in international accounting issues corporate finance, and special projects. Seeks challenging role at directorship or controllership level or any senior finance position requiring a significant contribution. Based London and Home counties.

Write to Box A870,
Financial Times,
One Southwark Bridge,
London SE1 9HJ.

FINANCIAL CONTROLLER

c.£33,000 p.a.

Existing changes are taking place in the world of broadcasting. Recent legislation provides for a new private sector transmission company formed from the independent Broadcasting Authority's transmission operations for ITV, Channel 4, BSkyB and independent local radio. It has allowed further scope too, for expansion into other broadcast and telecommunications activities.

We have an outstanding opportunity for a business orientated and commercially minded financial professional, to carry out a key role in directing and controlling the Finance Department of this new company, which will employ 800 people. Reporting directly to the Director of Finance, you will carry full responsibility for the finance, management accounting and treasury functions.

You should be a qualified accountant with senior level experience within the private sector. Your strength will particularly lie in the development of financial strategy, including investment of working capital, budgetary control and financial reporting techniques using powerful 4GL accounting software. We are looking for an individual with proven leadership qualities, excellent organisational abilities and good communication skills.

Please write with a current CV to Jackie Howard, Human Resources Manager, c/o The Independent Broadcasting Authority, Crawley Court, Winchester, Hants, SO21 2QA. The closing date is 16th July 1990.

AN EQUAL OPPORTUNITIES EMPLOYER

International Group Offers Real European Opportunities

SENIOR FINANCIAL PLANNING ANALYSTS

Unser Kunde, eine international bekannte Gruppe, die sich mit Verbraucherleistungen und -produkten befasst, sucht für ihr deutsches Unternehmen 2 Finanzanalysten mit einem hohen Anteil an analytischen Tätigkeiten.

Für Bewerber, die einen guten Abschluss einer dynamischen und leistungsfähigen Universität, Kenntnisse im Bereich der Finanzplanung und -analyse sowie ein gutes Verständnis der englischen Sprache haben. Ein weiteres Voraussetzung ist ein Interesse an der Analyse von Finanzmarkten.

Zunächst erfordert die Tätigkeit über einen breiten Verantwortungsbereich, der die Finanzplanung und -analyse, die Aufstellung von Budgets und Prognosen und die allgemeine Geschäftsführung umfasst.

Bewerber sollten die englische und deutsche Sprache fließend beherrschen und in Deutschland wohnhaft oder aber bereit sein, sofort von Großbritannien oder einem anderen europäischen Land nach Deutschland zu ziehen.

Interessenten werden gebeten, sich telefonisch über die Nr. 071-491 3431 schriftlich unter Beifügung ihrer aktuellen Bewerbungsunterlagen auf Englisch und unter Angabe ihres gegenwärtigen Gehalts an Karen Wilson BA, ACMA bei FMS, 14 Cork Street, London W1X 1PP zu wenden.

Frankfurt

German/English

Jahresgehalt:

DM75,000-85,000



FINANCIAL MANAGEMENT SERVICES
AND SPECIALISTS LTD

Finance Director

Subsidiary of Expanding Plc

Package to £40,000 + BMW

Our client is a highly successful and expanding quoted company operating in the service industry. They have an exceptional profit record and have acquisition/joint venture plans both in the UK and internationally. They are now seeking a high calibre Finance Director for their major subsidiary.

Reporting to the Managing Director and liaising with the Board of the Holding Company, you will lead a small team responsible for the accounting and financial control of the subsidiary company. Key tasks will include the timely production of financial and management information, budgeting, capital expenditure control, systems development and enhancement.

Candidates should be qualified accountants of graduate calibre, probably aged 30 to 35, with a strong commercial awareness preferably gained with a major profit orientated company. Good computer skills and an ability to take a 'hands on' approach are further requirements for this key position. In addition you must be highly motivated with strong leadership and management abilities and be able to demonstrate first class technical and interpersonal skills.

The position, based in West Yorkshire, carries an excellent benefits package which reflects the importance of this key appointment. This is a high profile role and there is significant career development potential.

If you are interested, please telephone Graham Marlow or Stuart Adamson FCA on 0532 451212 or send your CV, in confidence, quoting reference number 712, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 420802.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

Finance Director

from £40,000 pa + car

Peabody Trust is a major independent charity and London's largest housing association providing housing for some 25,000 people. Combined revenue and capital funds obtained in 1990, including grants, totalled £38 million and there is a large asset base. We are undertaking a £200 million programme of estate modernisation over the next 10 years funded by a mixture of public and private finance. Other privately financed initiatives are planned to provide a range of new housing and to increase the Trust's stock of 12,000 rented homes. We have created this new senior post to provide us with the in-house expertise to respond technically and conceptually to the increasingly sophisticated financial environment in which housing associations now operate.

Your key responsibilities include the need to ensure the required income is generated for the modernisation programme and that borrowing plans are developed and implemented successfully; maintain and strengthen the Trust's financial stability; develop further the provision of financial management information to Governors and managers and generally plan, and ensure compliance with, a financial strategy for the organisation.

Reporting to the Director and playing a major role in the management of the Trust, you will head up a Finance Department comprising 16 people and managed by senior accountants.

To be considered for this exciting and challenging role, you need good experience of taking the lead in financial strategy, including a major borrowing programme, and a proven track record of running a well-developed, responsive finance function. A knowledge of housing association finance is of course useful, but by no means essential.

Please write, in confidence, enclosing a detailed CV to: Miss B.M. Bradshaw, Personnel and Training Manager, Peabody Trust, 207 Waterloo Road, London SE1 8XW.

We are committed to a policy of equal opportunities.

Peabody Trust

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- 7
+ 8
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7 8

PQE**W. MIDLANDS £23,000 + car****Financial Director (Designate)**

This UK subsidiary of a "Top 500" US corporation seeks a commercially-sensitive Accountant to take control of the finance function as well as the review and enhancement of management information systems. Opportunity to play a key role in a market leading company. Ref: 51A935

Contact The Manager at 49 Newhall Street, Birmingham 021-200 2000 Or the PQE Specialist advising on this appointment on 071-489 9997

CENTRAL LONDON £25,000**Management Accountant**

Multinational manufacturing company, under US ownership, requires a Qualified Accountant to undertake monthly management accounts, annual budgets, monthly forecasts and the analysis of the profitability of lines. The position carries the responsibility for 2 members of staff and will involve the use of spreadsheet packages. Ref: 16009

Contact the PQE Specialist advising on this appointment at 76 Cannon Street EC4 071-489 9997.

WATFORD £30,000**European Financial Executive**

Reporting to the European Financial Director, this is a second-in-command position, with emphasis placed on the consolidation of financial systems/procedures to facilitate renewed European expansion. Excellent package on offer including company car and relocation expenses where appropriate. Prospects within this multinational company are excellent. Ref: 57A1LJF229

Contact The Manager at 55 High Street, Watford 0923 50350 Or the PQE Specialist advising on this appointment on 071-489 9997

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(24 hour answering service)

BERKSHIRE c£25,000 + car**Management Accountant**

One of the leading UK leisure companies offers a superb opportunity to work on a special projects basis, leading a small team to develop systems for a large number of interconnected departments and functions. Excellent package includes car, substantial holidays, BUPA and several other innovative benefits. Ref: 25266B1

Contact The Manager at 20 Queen Victoria Street, Reading 0734 596677 Or the PQE Specialist advising on this appointment on 071-489 9997

SURREY £25,000 + car**Treasury Analyst**

An excellent opportunity to join a European subsidiary of one of the largest industrial companies in the world. You will perform broad treasury reviews at various European locations, provide asset management analysis and undertake special project studies in tax and treasury areas. Ref: 22206B3

Contact The Manager at 26 Commercial Way, Woking 0483 771445 Or the PQE Specialist advising on this appointment on 071-489 9997

SURREY COAST £30,000 + car**UK Financial Controller**

A superb opportunity to join a major FMCG manufacturer as its Financial Director Designate. The company possesses several well-known brands and wholly owned subsidiaries across the world. The position is based at the main production facility and requires strict financial management and strategic planning. Ref: 68363

Contact The Manager at 133 Queens Road, Brighton 0273 207710 Or the PQE Specialist advising on this appointment on 071-489 9997

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PLANNING CONTROLLER**£30,000****£30,00**